



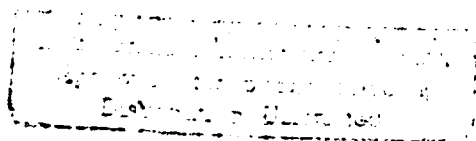
MILITARY RECRUITERS AND THEIR PERCEPTIONS OF RECRUITING DUTY

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Office of the Assistant Secretary of Defense
(Force Management and Personnel)

October 1990



MILITARY RECRUITERS **AND THEIR PERCEPTIONS OF RECRUITING DUTY**

Betty D. Maxfield

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EXECUTIVE SUMMARY

To gain a better understanding of the operational and quality-of-life issues that are of primary concern to military recruiters, the Defense Manpower Data Center (DMDC) surveyed a representative sample of Service recruiters who had been in recruiting for a minimum of one year and were responsible for making recruiting goals. Results of the study indicated that the Services clearly differ in the characteristics of individuals who are assigned to recruiting duty. Although most recruiters are selected from the top echelon of their military specialties, the Air Force was more likely than other Services to assign more junior pay grade personnel to recruiting and to select individuals with higher levels of education.

The majority of recruiters were satisfied with military life; however, only the Air Force had more than 50 percent of its recruiters who reported being satisfied with their recruiting jobs. The Air Force recruiters were also more successful in achieving their monthly goals than were recruiters from other Services.

Although the majority of recruiters volunteer for recruiting duty, volunteer status varied greatly by Service. The Army recruiting staff consisted mainly of non-volunteers; whereas, the recruiting staffs of the other Services were primarily volunteers.

More than half of the Marine Corps and Air Force recruiters reported that their supervisors provided them with good managerial support in their efforts to achieve their recruiting goals. Furthermore, most recruiters indicated that they had the freedom to personally plan their work and to use their own judgment as to the best method for recruiting in their assigned recruiting areas.

In general, recruiters indicated that they thought there were job benefits affiliated with their recruiting assignments. These benefits included the perceptions that the recruiter was performing important and challenging work; gaining useful job skills; and being recognized for doing a good job. Nonetheless, recruiters' perceptions, although varied from one Service to the next, clearly demonstrated that recruiting duty is a stressful and difficult job assignment. For example:

- Recruiters have less than an optimal work environment. In general, recruiters reported working long hours in their efforts to achieve their recruiting goals. The majority of Army and Marine Corps recruiters reported working in excess of 60 hours per week on job-related tasks.
- Job stress (i.e., recruiters' perceptions that success in achieving goal would have a "make or break" effect on their military careers and that their supervisors continue pressuring them even after they have reached their goals as well as punishing them when they fail to make their goals) was experienced by the majority of recruiters, irrespective of their Service affiliation.

- Large percentages of recruiters from all Services indicated that neither they, nor members of their families, had been adequately prepared by their Service for the demands and requirements of recruiting duty.
- Most recruiters believed they were losing qualified applicants to other Services. The reason for these losses varied by Service. Marine Corps and Air Force recruiters believed they were losing applicants because of advertising, cash bonuses, and length of tours offered by other Services. The Navy blamed its losses on advertising; whereas, Army recruiters believed their Service's image contributed to its problems.
- Over half of all military recruiters thought improprieties occurred frequently or occasionally in their recruiting command. Supervisory pressures to make goal, combined with fear of receiving unfavorable performance ratings, were listed as the primary causes of these improprieties.
- Although most military recruiters thought their jobs were important and challenging, less than one-third of the Army, Navy, and Marine Corps recruiters would choose to remain in their recruiting jobs if they had a choice for their next assignments.
- Air Force recruiters were almost unanimous in their perceptions that recruiting duty did not enhance their likelihood of promotion. Only the Marine Corps had a large percentage of its recruiters who stated that they thought there were advancement opportunities stemming from their recruiting assignments.

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Chapter I

BACKGROUND

With the inception of the All-Volunteer Force (AVF) in 1973, the Department of Defense (DoD) recruiting environment shifted from a fairly simple mode in which youth, under the pressure of conscription, actively sought out recruiters, to a complex, proactive mode. In the all-volunteer context, recruiters found themselves in competition with private industry, and with educational and vocational training institutions, for a gradually diminishing pool of youth. Furthermore, changes in the marketplace, the economy, the resources allocated to recruiting, and the numerical and quality goals to be achieved by recruiters have all interacted to place the recruiting force under significant pressure.

The House Committee on Appropriations, dating back to 1978 hearings on recruiting, has expressed its concern regarding job pressures and stress experienced by military recruiters and their families. Subsequent reports to the Committee, as well as widespread attention in the military and civilian press, have led to the conclusion that excessive job stress is more the rule than the exception for military recruiters.

The Services acknowledge that recruiters represent a significant investment and a valuable resource which they cannot afford to abuse, neglect, or lose. Yet there has been increasing evidence of undue pressure being placed on recruiters to achieve their goals. The result has been that recruiting duty is currently considered one of the most stressful and difficult noncombat jobs in the military.

Current Congressional Interest and Direction

In its report on the FY 1990 DoD Appropriations Bill, the House Committee on Appropriations expressed concern that constrained markets and the economic climate may lead to increasing pressures on recruiters to meet their recruiting objectives. The report noted that the demanding nature of recruiting duty frequently results in an unnecessarily poor quality of life, even for successful recruiters and their families. The Committee also observed that outstanding noncommissioned officers (NCOs) selected for recruiting duty may feel pressured to choose between maintaining their professional integrity at the cost of their military careers or "bending the rules" to make their recruiting goals.

Although the Committee acknowledged the benefits of having a high-quality military force, and agreed with the priority that the Services place on recruitment of qualified individuals, it emphasized that it is the recruiters who are the key to accomplishing this important mission. Mindful of this fact, the Committee urged the military leadership to adjust its focus to encompass the morale and well-being of these highly valued recruiters.

To address these concerns, the Committee directed the Services to review their recruiting policies and procedures to assure that recruiters were afforded a quality of life comparable to that experienced by most enlisted personnel, while continuing to assure that recruiting objectives were achieved. The subsequent Senate/House Conference Report recommended that the Secretary of Defense lead the Services in making the necessary policy changes to assure that neglect of recruiter quality of life was not permitted to continue (an extract of pertinent portions of the House and Conference Committee reports is included in Appendix A).

Recent Surveys of Military Recruiters

DEPARTMENT OF DEFENSE: In 1985, the Defense Manpower Data Center (DMDC) conducted a DoD-wide Quality of Life Survey of officers and enlisted personnel and military spouses. Subsequent analyses indicated that enough recruiters had participated in the survey to permit valid comparison of recruiting with other occupational areas, and to permit comparisons among recruiters from each Service.

Data from this survey were analyzed to determine the characteristics, attitudes, and expectations of military recruiters (Sellman, 1989). The results revealed that recruiters, in general, were better educated than other enlisted personnel; had more positive attitudes about themselves and their Services; and were more likely to make the military a career.

Recruiters expressed concern, however, with the demanding and stressful nature of their job and the high cost of living associated with being located away from military support facilities such as commissaries, post/base housing, and family services. Navy recruiters' attitudes about morale and aspects of military life (i.e., working conditions, family environment, promotion opportunities) were the least positive of Service recruiters.

ARMY: In 1988, the Army Recruiting Command conducted a survey to determine why only 15 percent of the successful Army recruiters converted to the Recruiting Military Occupational Specialty (Inn & Adams, 1988). The analyses suggested that most recruiters believed that the personal and professional sacrifices required of Army recruiters were too great. Specific concerns identified included: micro-management; unrealistic mission requirements; no choice of duty station; and serious deficiencies in quality of life (e.g., long working hours, loss of leave, inadequate housing).

NAVY: In 1989, the Navy Personnel Research and Development Center conducted a survey of recruiters (Blankenship, Murphy, Somer, & Baker, 1989). First, the recruiters were asked to select changes in recruiting policies and procedures that would help to improve their quality of life. Then they were asked to rank their choices in order of relative importance.

The changes that Navy recruiters believed would most improve their quality of life were: improving recruiter selection criteria; providing a realistic preview of the demands associated with recruiting; reducing paperwork requirements; removing the adverse impact on recruiters' career for failing to make goal; decreasing the pressure to make goal; reducing tour length for recruiting duty; and counting time in recruiting toward sea duty requirements.

AIR FORCE: In the fall of 1989, the Air Force Recruiting Service conducted a survey of its personnel (USAF Recruiting Service Personnel Survey, 1989). The survey dealt with the demographic characteristics of recruiters; their out-of-pocket expenses, working conditions, preparation and training; goal structure; job satisfaction; advertising and promotion opportunities; and concerns regarding recruiter improprieties.

The results indicated that enlisted Air Force recruiters were generally satisfied with their standard of living and working conditions. Most believed they had been given good job training as well as a realistic preview of recruiting duty. However, many Air Force recruiters complained that they had little time to spend with their families and often were required to perform menial tasks related to their jobs. Several also indicated that improprieties in Air Force recruiting were most likely related to the pressures recruiters experience in their efforts to make goal.

1989 DoD Survey of Recruiters

The surveys recently conducted by the Army, Navy, and Air Force provided useful Service-specific information, but did not address similar conditions that may exist across Services. Furthermore, since the 1985 DoD Quality of Life Survey was not designed to evaluate the recruiting environment per se, the DMDC analysis of data extracted from that survey, while helpful, did not fully address the issues raised by the House Committee on Appropriations. Consequently, the Directorate for Accession Policy, Office of the Assistant Secretary of Defense (Force Management and Personnel), requested DMDC to conduct a survey of enlisted military recruiters from all Services that would provide a common framework for considering relevant managerial and quality-of-life issues as they are perceived by Service recruiters.

Representatives of the four Services worked with the DMDC staff in developing a survey instrument that would provide the field recruiters' perceptions of the following aspects of recruiting assignments:

1. Recruiter Selection, Training, and Development. How well suited do military recruiters believe they are for their jobs? Do volunteers adapt more readily to recruiting duty than those who did not volunteer for recruiting duty? How do recruiters perceive their recruiting assignment in relation to their overall military career? Do recruiters believe they are well trained for their job? Do recruiters think they were given a realistic preview of the demands and requirements of recruiting?

2. Quality of Life. Do the job requirements prevent recruiters from having time to spend with their families and friends? Do the job requirements prevent recruiters from taking earned leave? How does a recruiting assignment change a recruiter's life style? How do these quality-of-life issues relate to success and satisfaction with recruiting?

3. Organizational Leadership. Do recruiters view their goals as achievable? Do recruiters believe their supervisors value their membership on the recruiting team? Do recruiters feel pressured to continue to produce even after achieving assigned goals? How prevalent is micro-management? How much independence do recruiters have in their jobs? Are recruiters appropriately rewarded for a job well done? Does management support relate to success and satisfaction with recruiting?

4. Support Provided to Recruiters. Is recruitment advertising adequate? Are there sufficient promotional items to attract qualified applicants? Do the Services provide adequate logistic support (e.g., cars, telephone, office space, equipment) to assist recruiters in performing their jobs effectively?

The following sections of this report describe the development of the survey, sample selection, survey administration, and analysis; characteristics of recruiters by Service; and recruiters' perceptions of recruiting policies and procedures as well as their quality of life, analyzed by degree of satisfaction, degree of success, and view of improprieties.

Chapter II

SURVEY DEVELOPMENT AND ANALYSIS

Questionnaire Development

As a first step in developing an appropriate questionnaire, research personnel reviewed previous recruiter surveys. Meetings were then held with active-duty enlisted military recruiters from all Services. Through structured interviews, additional recruiter concerns were identified. The recruiters also reviewed the draft survey form. As a result of the interviews and reviews, questions were added to the survey to address perceptions of managerial support, goal structure, training, and preparation for recruiting duty.

The revised questionnaire was then pretested with a representative group of Service recruiters. Pretesting was conducted at the Chicago Military Entrance Processing Station (MEPS) where large numbers of recruiters from a variety of working environments were readily available. Approximately 15 to 20 recruiters from each Service participated. The purpose of the pre-test was threefold: to determine whether questionnaire items were clearly stated and response options included an appropriate range of views; to assure that the wording communicated to recruiters from each Service; and to establish the most appropriate sequencing for the questions (a copy of the survey instrument is included in Appendix B).

Sample Selection

A sample of 3,498 military recruiters was selected to receive the 1989 DoD Recruiter Survey. Names of recruiters were drawn from the Defense Manpower Data Center Master File which includes names of all active-duty members in the Military Services. The sample represented approximately 20 percent of the population (18,113) of active-duty enlisted personnel in the four Services who were currently assigned to recruiting duty. To ensure adequate representation of all branches of Service, variable sampling rates were used. Sample sizes were selected to provide equal sampling error for each Service. Within Service, individuals were randomly selected. The breakout of recruiters by Service is shown in Table II-1.

Survey Mailing and Processing of Returns

The initial mailing of the questionnaire took place in mid-October 1989. A follow-up mailing to those members of the sample who had not responded to the first mailing was conducted in mid-November. (Copies of the cover letters used for the two mailings are in Appendix C.) Survey receipts were closed off December 20.

Returned questionnaires were logged in and manually checked for marks that could result in problems for the optical scanning operation. Comment sheets were separated from the questionnaires so that they could be manually processed; these

Table II-1
Recruiter Population and Sample Size
for the 1989 DoD Recruiter Survey, by Service

	Population	Sample Size	Percent of Service Population
Army	8,040	1,000	12
Navy	5,102	933	18
USMC	2,486	783	31
USAF	2,485	782	31
<hr/>			
Total	18,113	3,498	

comments (Milner, Masson, & Martin, 1990) are summarized in Appendix D. The questionnaires were then optically scanned.

Survey Response Rates

Table II-2 reflects a return rate of 72 percent. When postal non-deliverables are subtracted, the response from military recruiters who received the survey form was 80 percent. In the table, postal "non-deliverables" are questionnaires that were returned by the post office because they could not be delivered to the recruiter at the given address. Questionnaires that were returned with an indication that the addressee was no longer a recruiter, as well as those questionnaires that were not returned (either by the respondent or by the post office), are defined as "non-respondents."

Survey Response Weighting

The response data for gender, race/ethnicity, marital status, and pay grade were analyzed in conjunction with the same data elements for non-respondents to determine whether there were any notable non-response biases for these variables. The percentage distributions for these demographic variables proved to be similar for respondents and non-respondents. Consequently, the non-deliverables and non-respondents were deleted from the sample counts. The resulting counts were used to calculate sampling weights.

The following example illustrates how survey response weights were calculated. Assume 1,000 questionnaires were sent to Army recruiters (total population, 8,040). Of these, assume 800 responses were received, with 100 questionnaires returned to DMDC due to non-delivery and 100 in the non-response category. The population

Table II-2
Response Rates to the 1989 DoD Recruiter Survey, by Service

Service	Sample	Non-Deliverable	Response	Non-Respondent	Return Rate*	Response Rate*
Army	1,000	157	621	222	62%	74%
Navy	933	22	743	168	80%	82%
USMC	783	41	578	164	74%	78%
USAF	782	119	582	81	74%	88%
<hr/>						
Total	3,498	339	2,524	635	72%	80%

* The return rate is based on the number of completed survey forms received, divided by the number of forms mailed. The response rate is based on the number of completed survey forms received, divided by the number of forms mailed minus the postal non-deliverables (i.e., those forms that never reached the recruiters).

weights would be calculated using a count of 800 (the sample size of 1,000 minus the 200 questionnaires for which no responses were received). Therefore, the weight for Army recruiters would be equal to 10.05 for each respondent (i.e., the population of Army recruiters [8,040] divided by 800). This weight would then be assigned to each variable in the questionnaire for each Army recruiter in the response group (for both response categories and item "no report"). Thus, the totals for the Army tabulations would be consistent from one table to the next, and would equal the population of Army recruiters.

Using this procedure, the number of responses to the survey and the weights assigned to determine population estimates by Service from sample results are shown in Table II-3.

Analysis of the Data

A number of the questions in the survey were found to be correlated. To determine whether these questions were measuring the same construct, factor analysis was performed for all 71 variables on the survey form. Most of the survey questions held up as independent variables in the factor analysis; however, 23 variables were found to cluster into nine categories.

Table II-3
Population, Responses, and Weights
for the 1989 DoD Recruiter Survey, by Service

Service	Service Population	Responses	Weights
Army	8,040	621	12.947
Navy	5,102	743	6.867
USMC	2,486	578	4.301
USAF	2,485	582	4.270
<hr/>			
Total	18,113	2,524	

Three of these categories (accounting for seven variables) were 1) quality and cost of housing; 2) distance from base facilities and inconvenience related to this distance; and 3) safety of office, parking, and work area. Because these categories did not correlate with Service, satisfaction, or success of the recruiter, they were not used as clusters in subsequent analyses.

Of the remaining 16 variables in the factor analysis, six clusters emerged, and were used as composite variables in subsequent analyses to simplify evaluation of recruiter perceptions. These groupings, along with their definitions and corresponding questionnaire numbers (e.g., Q21B refers to part B of question #21 on the 1989 DoD Recruiter Survey), are as follows:

1) GOAL = Recruiters' perception of how achievable their monthly goals were [Q21A] and how adequate their assigned market area was for making goal [Q21B].

2) FAMILY PREPARATION = Recruiters' perception of how well their Service prepared members of their family for the requirements and demands of their recruiting job [Q19B] and whether there were active attempts to involve their family in their job [Q20].

3) GOAL STRESS = Stress related to recruiters' efforts to make their goal (i.e., success in achieving goal has a "make or break" effect on recruiters' military career [Q21D]; recruiters are pressured to continue recruiting even after reaching monthly goal [Q21E]; and recruiters are punished if they fall short of goal [Q21F]).

4) TRAINING = Recruiters' assessment of training for their job as recruiters in terms of quality [Q19C] and duration [Q19D].

5) MANAGEMENT SUPPORT = Recruiters' responses concerning supervisor support (i.e., supervisors understand and help them with problems [Q24A]; work in a team-like arrangement with them [Q23D]; provide good management support [Q23C]; and help them if they are having trouble making their goal [Q21J]).

6) JOB BENEFITS = Recruiters' perceptions as to whether they are recognized for doing a good job [Q24C], developing skills that will transfer to a civilian job [Q24D], and doing work that is both important and challenging [Q24E].

Further analyses included Chi-Square tests to determine significant differences within the option categories (e.g., those who agreed, those who were neutral, and those who disagreed) for these cluster variables and for individual variables, across Services and within Services.

Chapter III

CHARACTERISTICS OF MILITARY RECRUITERS

The 1989 DoD Recruiter Survey sample covered the enlisted noncommissioned officers who were assigned to Service recruiting commands and had recruiting responsibilities. These included production recruiters, trainers, career recruiters, specialty recruiters, recruiters in charge, and MEPS counselors.

For this report, recruiters were divided into two groups: those "on production" (i.e., assigned a numerical recruiting goal) and all others. The following analysis included only those classified as "on production" recruiters: non-career production recruiters and recruiters in charge of a recruiting office, and career recruiters on production or in charge of a recruiting office. In addition, only those recruiters with at least one year of recruiting experience were included in the analysis.

The Services function under different operational policies and procedures. These differences tend to contribute to very different perceptions on the part of recruiters from each Service. Therefore, rather than merging findings for all Services, analyses were done both within and across Services to identify unique and common issues for review.

In the following discussion, results are reported only for variables where there were significant differences among Services, or where issues are identified that appear to be common across all Services. The data describe responses for a weighted population of 11,417 recruiters "on production," with at least one year of recruiting experience (Table III-1).

Demographic Characteristics

The Services clearly differ in the demographic characteristics of individuals who are assigned to recruiting duty. Although most recruiters are selected from the top echelon of their military specialties, the Air Force is more likely to select a larger percentage of junior personnel (i.e., pay grades E-4 and E-5) for recruiting than are the other Services. All four Services, however, have a large concentration of E-6 and E-7 recruiters (Table III-2). This is especially true for the Army, where 83 percent of their recruiters are in E-6 and E-7 pay grades.

Two-thirds (68 percent) of the recruiters have taken some college courses or completed a college degree (Table III-3). The Air Force had significantly more recruiters with higher education credentials (90 percent with some college or a college degree) than did recruiters from the other Services. The Army, Navy, and Marine Corps were more likely than the Air Force to have individuals in recruiting who had high school diplomas but no college experience (38 percent for Navy, 33 percent for the Marine Corps, and 23 percent for Army). The Navy had the highest percentage

Table III-1
Weighted Population of Recruiters Responsible for Achieving
Goals (i.e., "On Production"), by Service

	Army	Navy	USMC	USAF	Total
Production Recruiters	2,926	1,572	1,157	803	6,458
Career Recruiters	557	433	353	102	1,445
Recruiters in Charge	1,877	1,106	258	273	3,514
	—	—	—	—	—
Total	5,360	3,111	1,768	1,178	11,417

Table III-2
Pay Grade of Recruiters "On Production," by Service
(Percent)

	Army	Navy	USMC	USAF	Total
E-4 and E-5	11	23	34	45	27
E-6 and E-7	83	67	58	51	66
E-8 and E-9	6	10	8	4	7

of recruiters with the least formal education, 10 percent with education credentials less than or equal to a general equivalency diploma (GED).

Recruiting duty is a special duty assignment outside a normal career path for most recruiters. Most (55 percent) have been actively engaged in production recruiting for between 1 and 3 years, and another 29 percent for 3 to 6 years (Table III-4). However, 16 percent of recruiters surveyed have been assigned to production recruiting duty for more than 6 years. The Air Force had the highest percentage of recruiters (25 percent) who had served more than 6 years "on production." Eighteen percent of the Army recruiters had more than 6 years of "on production" experience.

The percentage of recruiters who had volunteered for recruiting duty varied greatly by Service (Table III-5). Across Services, 61 percent of the recruiters were volunteers compared to 39 percent who were non-volunteers. All the Air Force recruiters were volunteers.

Table III-3
Level of Education for Recruiters "On Production,"
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
GED or Less	1	10	4	1	4
High School Diploma	23	38	33	9	28
Some College or College Degree	76	52	63	90	68

Table III-4
Length of Recruiting Duty for Recruiters "On Production,"
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
1 Year, Less Than 3	49	58	63	43	55
3 to 6 Years	33	31	23	32	29
More Than 6 Years	18	11	14	25	16

Table III-5
Volunteer Status of Recruiters "On Production,"
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Volunteer	32	68	57	100	61
Non-Volunteer	68	32	43	0	39

Preparation for Recruiting Duty

Recruiters who believed they and members of their family had been well prepared for the requirements and demands of their recruiting job were more likely to be satisfied with their recruiting job. With the percentage of married personnel in recruiting (88 percent for the Air Force, 81 percent for the Army, 79 percent for the Marine Corps, and 77 percent for the Navy), there was concern with the number of recruiters who perceive that their families had not been well prepared by their Service for recruiting duty. More than 70 percent of Army, 69 percent of Navy, 56 percent of Marine Corps, and 44 percent of Air Force recruiters indicated that their families had not been well prepared for the requirements and demands of recruiting (Table III-6).

Table III-6
Recruiters' Family Well Prepared for Demands of Recruiting
Assignment, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	8	13	16	36	17
Neither Agree/Disagree	20	18	28	20	21
Disagree	72	69	56	44	62

Although the majority of recruiters evaluated their recruiter training as good, over half (53 percent) thought they had not been given a realistic preview of their recruiting duty requirements and demands. They had the professional knowledge for the job, but were not psychologically prepared for the pressure and stress associated with it (62 percent for the Army, 57 percent for the Navy, 49 percent for the Marine Corps, and 41 percent for the Air Force) (Table III-7).

Table III-7
Recruiters Given Realistic Preview of Recruiting,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	22	28	31	47	31
Neither Agree/Disagree	16	15	20	12	16
Disagree	62	57	49	41	53

Of all the Services, the Air Force does the best job of preparing both the recruiters and members of their family.

Air Force and Marine Corps recruiters thought their training was good and the time devoted to it was sufficient (63 percent and 58 percent, respectively) (Table III-8). Army and Navy recruiters, on the other hand, were more likely to have either a negative impression of their training or no opinion (neither agreeing nor disagreeing with statements about training quality).

Table III-8
Recruiters Receiving Good Training with Sufficient
Training Time, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	39	38	58	63	48
Neither Agree/Disagree	31	33	26	21	28
Disagree	30	29	16	16	24

Having the freedom to select one's job assignment and place of employment contributes to overall job satisfaction. Nowhere is this more apparent than with the Army, where only 32 percent of the recruiters indicated that they had volunteered for their recruiting assignment, and 46 percent were dissatisfied with their job. At the opposite end of this scale were Air Force recruiters, who were all volunteers. Although Air Force recruiters were more satisfied with their recruiting jobs (58 percent) than recruiters from the other Services, 31 percent of these volunteer recruiters were dissatisfied with recruiting.

In addition to differences in volunteer status across Services (i.e., Army, 32 percent volunteers; Navy, 68 percent; Marine Corps, 57 percent; and Air Force, 100 percent), there were notable differences between Services as to whether recruiters were given the opportunity to state their preference for duty locations and whether they received one of their choices.

For the most part, military recruiters were able to state their preference for duty location (83 percent). Sixty-eight percent of Air Force recruiters not only were given the opportunity to state their preference, but also received their preferred duty location, compared to 51 percent for Navy recruiters, 50 percent for Marine Corps recruiters, and 30 percent for Army recruiters (Table III-9).

Army and Navy recruiters indicated that they had less "voice" in their assigned duty locations; 29 percent Army and 21 percent Navy recruiters were not given the opportunity to express a preference for a duty location, compared to 8 percent for the

Marine Corps and 3 percent for the Air Force. Of these, as many as 17 percent of the Army recruiters stated that they were dissatisfied with their assigned locations, compared to 9 percent for Navy, 2 percent for Marine Corps, and 1 percent for the Air Force. However, for the 29 percent of the Army recruiters who were not afforded this opportunity, almost half stated that they were satisfied with their assigned location.

Table III-9
Recruiters' Choice of Duty Location,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Had Choice, Got Choice	30	51	50	68	48
Had Choice, but Choice Not Available	41	28	42	29	35
No Choice, but Satisfied	12	12	6	2	9
No Choice, and Dissatisfied	17	9	2	1	8

Working Conditions

Recently published reports on recruiters' quality of life have noted that recruiters have a very challenging work environment. The current survey substantiates this view. The stress related to the working conditions and strict job demands is exacerbated by the isolation many recruiters experience because of their distance from military installations that provide the exchange, commissary, and medical facilities they have come to appreciate and expect as members of the Armed Services. Twenty-three percent of the recruiters were more than 2 hours from military facilities, and 29 percent indicated that distance presented a real hardship for them and members of their families.

The morale and well-being of recruiters' families are directly related to job performance and satisfaction. However, as noted earlier, as many as 62 percent of the recruiters with families indicated that their family had not been well prepared by their Service for the requirements and demands of their recruiting assignment. Nearly 60 percent, however, thought their Service had made some attempts to actively involve their family in their job through activities such as special office social events and bonus trips offered for the entire family after they had arrived at their recruiting assignment.

The percentage of Marine Corps and Army recruiters who reported working more than 60 hours per week was striking (76 percent for Marine Corps recruiters and 68 percent for Army recruiters) (Table III-10). This demanding environment was compounded for 52 percent of Marine Corps recruiters who reported taking 7 days or less of the 30 days of annual leave they had earned during the past year. [Note: The leave figures maintained by the Marine Corps show that recruiters took approximately two weeks annual leave during FY 1989.] Comparable figures for recruiters from other Services were 31 percent for the Navy, and 17 percent each for the Army and Air Force.

Table III-10
Recruiters' Hours Worked per Week, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
60 Hours or Less	32	59	24	75	46
More Than 60 hours	68	41	76	25	54

Job Success

For purposes of this report, recruiters have been classified into three categories of success: "successful", defined as those recruiters who have made their goal in at least 9 months during the past year; "moderately successful", those who have made goal 6 to 8 months during the past year; and "unsuccessful", those who have made goal 5 months or fewer during the past 12 months.

The Air Force had the highest percentage of recruiters who met this success criterion (70 percent); at the other extreme, only 23 percent of the Army recruiters indicated they had achieved their goals 9 or more months during the past year (Table III-11). Given these findings, it is not surprising that approximately two-thirds of

Table III-11
Months Goals Achieved in One Year, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
5 Months or Less	41	14	22	6	22
6 to 8 Months	36	27	28	24	29
9 to 12 Months	23	59	50	70	49

the Air Force recruiters stated that their goals were achievable and their markets were adequate, while only one-third of the Army recruiters held the same optimistic views regarding goals and markets (Table III-12).

Table III-12
Recruiting Goals Achievable and the Market
Adequate to Make Goal, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	33	46	53	68	48
Neither Agree/Disagree	29	32	31	20	29
Disagree	38	22	16	12	23

Even though 73 percent of recruiters indicated that they experienced stress associated with attempts to achieve their goals (Table III-13), 48 percent acknowledged that their monthly goals were achievable and the market was adequate to make their goals. Forty-nine percent of the recruiters succeeded in achieving their goal during at least 9 of the 12 months immediately preceding the survey.

Regardless of recruiters' level of success in achieving goals and their perceptions of how achievable they are, most military recruiters report goal-related pressures (i.e., pressured to continue recruiting even after they have reached their goal, or punished when they fall short of goal). This job stress is experienced across Services, but is especially prevalent for Army recruiters where 84 percent indicated that they experienced such stress.

Table III-13
Recruiters Experiencing Stress Related to Efforts
to Make Goal, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	84	74	72	57	73
Neither Agree/Disagree	12	22	22	31	21
Disagree	4	4	6	12	6

Although the Services have attempted to reduce the paperwork required of recruiters, 70 percent of Army and 64 percent of Air Force recruiters continue to report that paperwork requirements interfere with their recruiting efforts (Table III-14). Somewhat surprisingly, this finding holds for Air Force recruiters even though they have great success making goal.

Table III-14
Paperwork Interfering with Recruiters' Effort to
Make Goal, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	70	37	47	64	53
Neither Agree/Disagree	20	37	31	21	28
Disagree	10	26	22	15	19

Managerial Support

Good managerial support is defined in this report as recruiters' perception that their supervisors will help them when and if they have trouble making their goals; assure that they are assisted by experienced recruiters; work in a team-like arrangement with them; and help them with their problems.

More than half of the Marine Corps and Air Force recruiters indicated that management supports them in their efforts to succeed on the job (Table III-15). Only 36 percent of Army recruiters reported this kind of support from supervisors.

Table III-15
Recruiters Receiving Good Managerial Support,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	36	42	55	56	46
Neither Agree/Disagree	36	34	29	27	32
Disagree	28	24	16	17	22

Other factors that relate to recruiters' level of satisfaction with their work environment are the degree of perceived freedom in performing job tasks, and the extent to which external requirements are thought to hamper their performance. Interestingly, most recruiters report that they have the freedom to personally plan their work and use their own judgment as to the best method for recruiting in their assigned areas (Table III-16). Army recruiters had the greatest percentage of recruiters who indicated that they lacked this professional freedom (37 percent).

Table III-16
Recruiters Given Freedom to Plan and Perform Job,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	43	62	69	68	60
Neither Agree/Disagree	20	17	15	12	16
Disagree	37	21	16	20	24

Job Rewards

Often the demands of a difficult job are mitigated by the perception that the job is important and that doing well will be recognized and rewarded. In addition, a difficult work environment can often be made more palatable if job skills are being acquired that will help in securing future jobs.

On a more positive note was the way in which recruiters viewed the benefits associated with their assignment. Nearly 75 percent felt they were recognized for doing a good job; 84 percent viewed their work as important and challenging; and 55 percent felt they were gaining useful skills from their recruiting jobs that would eventually help them in securing a civilian job. However, only 31 percent thought their recruiting assignments had improved their chances for promotion.

Slightly more than two-thirds of Marine Corps and Air Force recruiters indicated that they thought they were performing a job that was important and challenging; that they were recognized for their efforts; and that they had acquired marketable skills (Table III-17). Army and Navy recruiters, on the other hand, were less confident of these benefits affiliated with recruiting. Less than half of these recruiters agreed with the statements regarding the importance of their job and the marketability of the skills they were acquiring.

Table III-17
Job Benefits Affiliated with Recruiting Job, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	41	48	68	67	55
Neither Agree/Disagree	46	38	29	28	36
Disagree	13	14	3	5	9

Unfortunately, recruiters' perception of the importance of the job they are performing is not supported by their view of whether performing well will improve their promotion opportunities. Only the Marine Corps had a sizeable percentage (53 percent) of recruiters who thought that their recruiting assignment improved their promotion opportunities (Table III-18). Air Force recruiters, on the other hand, were almost unanimous in their views that their recruiting assignments did not enhance their promotion opportunities; this is a particularly troubling finding when their relative success and junior grades are considered.

Table III-18
Promotion Opportunities Better Because of Recruiting Assignment,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Agree	36	21	53	7	31
Neither Agree/Disagree	29	33	23	10	25
Disagree	35	46	24	83	44

Satisfaction

Although over 90 percent of military recruiters indicated that they were satisfied with military life, far fewer reported being satisfied with their recruiting jobs (Table III-19). Obviously a number of factors contribute to recruiters' overall satisfaction with their jobs. As previously mentioned, the preparation that recruiters and members of their family receive is important in their overall satisfaction; however, other factors that contribute include the training and managerial support received, the work hours required, the job pressures experienced, the job benefits and

promotion opportunities received. Surprisingly, however, satisfaction is not strongly related to success in recruiting.

Although 46 percent of recruiters were satisfied with the support received from management, 73 percent reported pressure from supervisors to make goal and were concerned that failure to do so might lead to an unfavorable evaluation (with a "make or break" effect on their military careers). This could account for the 42 percent who indicated they were dissatisfied with their job (Table III-19), and only 31 percent who indicated they would prefer to remain in recruiting if offered another assignment (as discussed below).

Table III-19
Recruiters' Satisfaction with Recruiting Job,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Satisfied	26	36	46	58	40
Neither Satisfied/ Dissatisfied	20	22	18	11	18
Dissatisfied	54	42	36	31	42

In an attempt to identify other variables that may affect the way in which recruiters view their duty locations, additional analyses were done using cost-of-living of recruiting areas in relationship to recruiters' pay grades (i.e., as an indication of their ability to meet expenses and live comfortably in their assigned area) (Table III-20).

Cost-of-living was estimated by using the Housing and Urban Development (HUD) Fair Market Rents (FMRs) by county. These costs were matched with duty locations to which recruiters were assigned. The costs were divided into thirds for analysis -- low monthly housing averages defined as less than \$485/month; middle monthly averages \$485 to \$571/month; and high monthly averages more than \$571/month.

Since information on duty locations for all military recruiters was available, the analysis was based on the entire recruiter population rather than the 1989 DoD Recruiter Survey sample. The findings showed that more E-4 and E-5 Army recruiters were located in low to middle housing cost areas, whereas E-6 and E-7 Army recruiters were almost equally distributed in all three of the defined housing areas. Surprisingly, the more senior Army recruiters (i.e., E-8 and E-9 recruiters) were more likely to be assigned in low housing cost areas.

With the exception of the E-6 Navy recruiters, who were equally distributed within all three housing cost areas, Navy recruiters were more likely to be in middle to high housing cost areas. This was also true for the Marine Corps recruiters, where all grade levels were located in middle to high housing cost areas.

Table III-20
Recruiter Population by Pay Grade and HUD Fair Market Rents,
by Service
(Percent)

County Housing Cost	E-4/5	E-6	E-7	E-8/9
<u>ARMY</u>				
Low Housing Cost	35	31	33	40
Middle Housing Cost	42	34	33	29
High Housing Cost	23	36	34	31
<u>NAVY</u>				
Low Housing Cost	27	30	27	26
Middle Housing Cost	36	35	36	43
High Housing Cost	37	35	37	31
<u>USMC</u>				
Low Housing Cost	25	22	24	28
Middle Housing Cost	39	43	42	37
High Housing Cost	36	35	34	36
<u>USAF</u>				
Low Housing Cost	44	44	43	62
Middle Housing Cost	23	27	28	14
High Housing Cost	33	29	29	24

Air Force recruiters had the most agreeable living arrangements with reference to their ability to afford housing. Air Force recruiters, of all grade levels, were more often in areas where housing costs were low.

Given the stress and pressure of the work environment in which military recruiters function and their lack of utilization of their primary occupational skill, it is not surprising that less than one-third of the Army (24 percent), Navy (29 percent), and Marine Corps (32 percent) recruiters would choose to remain in their recruiting job if they had a choice (Table III-21). Even in the Air Force, with its record of recruiting success, just 44 percent of the Air Force recruiters, all of whom are in recruiting by choice, would choose to remain in their recruiting job if given the opportunity to leave.

Only 6 percent of the recruiters would elect to leave the Service if given a choice. There are, however, significant by-Service differences between those who would neither leave the Service nor remain in their recruiting assignments. While about half of Army and Navy recruiters prefer to return to their prior occupational specialty in the military, Air Force recruiters are more equally divided in their preference to return to their prior military occupational specialty or re-train for a new specialty.

Table III-21
Recruiters' Choice for Next Assignment,
by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Remain in Recruiting	24	29	32	44	31
Return to Previous Specialty	46	48	40	31	43
Train in New Specialty	26	12	23	23	20
Leave the Service	4	11	5	2	6

Conclusions

Perceptions of military recruiters vary greatly from one Service to the next; therefore, by-Service analysis was essential for a better understanding of the operational and quality-of-life issues that are of primary concern to recruiters. For example, not only is the Air Force more likely than other Services to select junior personnel (i.e., pay grade E-4 and E-5) for recruiting assignments, it is also more likely to have recruiters with higher educational credentials (i.e., some college or a college degree).

Nearly two-thirds of the recruiters reported that their families had not been well prepared for the demands that recruiting duty required of them; Army and Navy recruiters were more likely to hold this view. Over half (53 percent) of the recruiters thought they had not been given a realistic preview of the pressures affiliated with their job.

Approximately one-fourth stated that they did not receive good managerial support in their efforts to achieve goals. They tend to work long hours (i.e., 54 percent reported working more than 60 hours per week) and under stressful working conditions (i.e., 73 percent indicated that they experienced stress related to their efforts to make goals).

Air Force recruiters, all of whom had volunteered for recruiting duty, were the most successful in meeting their goals and were more likely than recruiters from

other Services to indicate that they were satisfied with recruiting duty. On the opposite end of this scale were the Army recruiters, who were only 32 percent volunteers, the least successful in meeting their goals, and the least likely to be satisfied with their recruiting assignments. Even though 68 percent of the Navy recruiters had volunteered for their recruiting duty and close to 60 percent were successful in meeting their goals 9 to 12 months out of the past year, as few as 36 percent were satisfied with their job.

Job stress related to efforts to make goal was experienced by recruiters across all Services, but especially by Army recruiters. The greatest numbers of hours per week on job-related activities were also reported by Army and Marine Corps recruiters. Furthermore, Army recruiters thought they had less freedom to personally plan their work and use their own judgment as to the best method for recruiting.

Marine Corps and Air Force recruiters were more likely to report that they received good managerial support in their efforts to make their goals. Recruiters from these two Services also thought there were more job benefits affiliated with their job, although only the Marine Corps had a large percentage of recruiters who believed that their promotion opportunities were better because of their recruiting job.

Although the majority of military recruiters (84 percent) thought their job was important and challenging, only 31 percent indicated that they would, if given a choice, remain in recruiting. Less than one-third of the Army, Navy, and Marine Corps recruiters indicated they would elect to remain in recruiting if given a choice of a new assignment. Almost half of the Air Force recruiters, however, preferred to remain in their recruiting jobs.

Chapter IV

PERCEPTIONS OF SATISFIED AND DISSATISFIED RECRUITERS

Recruiters were asked about their perceptions of recruiting operations and procedures as well as recruiter quality of life and career opportunities/plans. In analyzing their responses, recruiters who were responsible for achieving goals (i.e., production recruiters, career recruiters, and recruiters-in-charge) were grouped according to their level of satisfaction with their recruiting job. For purposes of this report, recruiters who indicated that they were either satisfied or greatly satisfied with recruiting were classified as "satisfied," and those who stated that they were dissatisfied or greatly dissatisfied were classified as "dissatisfied."

Responses to each item on the 1989 DoD Recruiter Survey were examined in relation to recruiters' satisfaction with their job. Chi-Square analyses were computed to determine the existence of significant relationships. Data for all four Services are presented for each table; however, the text addresses only those relationships that were found to be significant.

Preparation for Recruiting Duty

Recruiters' Families Well Prepared and Involved in Their Job

A substantial majority of recruiters indicated that members of their family had been neither well prepared by their Service for the demands and requirements of the recruiting job, nor actively involved in their job (Table IV-1). However, there were marked differences in the perceptions of satisfied and dissatisfied recruiters on these issues across Services.

Over 80 percent of dissatisfied Service recruiters reported that their families had not been actively involved in their job nor adequately prepared for the demands of their recruiting assignment (Army, 87 percent; Navy, 90 percent; Marine Corps, 89 percent; and Air Force, 80 percent). Although satisfied military recruiters were less likely than dissatisfied recruiters to report that their family was ill prepared for their job, as many as 68 percent of the satisfied Army recruiters and 61 percent of the Navy recruiters held this view. Less than half of satisfied Air Force and Marine Corps recruiters (46 percent and 36 percent, respectively) reported that members of their family were inadequately prepared for their recruiting assignment.

Recruiters Given Realistic Preview of the Demands and Requirements of Their Recruiting Job

According to respondents, the Services appeared to do a slightly better job of preparing recruiters for their assignments than in preparing members of their families. However, only in the Air Force did almost half of the recruiters report that

Table IV-1
Recruiters' Family Well Prepared and Involved in Their Job,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	10	1	3	12	1	6
Neither	22	12	17	27	9	18
Disagree	68	87	80	61	90	76
	<u>USMC</u>			<u>USAF</u>		
Agree	13	2	7	22	3	14
Neither	41	9	28	42	17	34
Disagree	46	89	65	36	80	52

they had received a realistic preview of the demands and requirements of their recruiting job (47 percent, compared to 22 percent for the Army, 28 percent for the Navy, and 31 percent for the Marine Corps) (Table IV-2).

When comparing satisfied and dissatisfied recruiters, the differences were more marked, with over 70 percent of dissatisfied recruiters stating that they had not been given a realistic preview of the demands and requirements of their recruiting job (Army, 78 percent; Navy, 73 percent; Marine Corps, 71 percent; and Air Force, 72 percent). Satisfied Air Force recruiters were far more favorable in their views regarding how their Service had briefed them for their recruiting job than were satisfied recruiters from the other three Services. Sixty-three percent of satisfied Air Force recruiters reported that they had received a realistic preview of their job, compared to 41 percent for satisfied Army recruiters, 47 percent for Navy, and 45 percent for Marine Corps.

Training Prepared Recruiters for Their Recruiting Job

In addition to recruiters' perceptions of how well prepared they and members of their family were for the demands and requirements of their recruiting job was the perception of how well trained they were for their job. The survey results clearly demonstrate that recruiters differed in assessing the adequacy of their pre-job training (Table IV-3). Furthermore, the views of satisfied and dissatisfied recruiters were even more pronounced.

Table IV-2
Recruiters Given Realistic Preview of Recruiting Job,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	41	12	22	47	15	28
Neither	17	10	16	14	12	15
Disagree	42	78	62	39	73	57
	<u>USMC</u>			<u>USAF</u>		
Agree	45	14	31	63	21	47
Neither	17	16	20	15	7	12
Disagree	38	71	49	22	72	41

Table IV-3
Recruiters Given Good Training with Sufficient Training Time,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	55	31	39	55	24	38
Neither	29	28	31	29	32	33
Disagree	16	41	30	16	44	29
	<u>USMC</u>			<u>USAF</u>		
Agree	71	41	58	73	46	63
Neither	19	30	26	18	26	21
Disagree	10	29	16	9	28	16

For example, as many as 41 percent of dissatisfied Army recruiters and 44 percent of dissatisfied Navy recruiters disagreed with the statement that they were given good professional training for their job as a recruiter and that the time allocated for such training was sufficient. The opposite was true for satisfied Army and Navy recruiters (only 16 percent of satisfied recruiters indicated their training was not good, compared to 55 percent of satisfied recruiters who reported that they received good professional training with sufficient training time).

Marine Corps and Air Force recruiters were far more positive in their evaluations of their training and the time devoted to it. Over 70 percent of satisfied Marine Corps and Air Force recruiters stated that they had received good professional training with sufficient training time. Dissatisfied recruiters, as one would expect, were less enthusiastic in their evaluation of the training. Less than half (41 percent of dissatisfied Marine Corps recruiters and 46 percent of dissatisfied Air Force recruiters) agreed that their training and training time were good.

Working Conditions

Given the fact that two-thirds of Army recruiters reported working more than 60 hours per week on job-related tasks, it is not surprising that 76 percent of dissatisfied Army recruiters indicated that they worked in excess of 60 hours per week (Table IV-4). What is surprising, however, is that as many as 56 percent of the Army recruiters who were satisfied with recruiting also indicated that they worked these same long hours.

Over half (52 percent) of dissatisfied Navy recruiters reported working more than 60 hours per week, compared to 30 percent of satisfied Navy recruiters. Furthermore, for those recruiters who returned additional comments with their survey forms, complaints about the extensive hours affiliated with recruiting were the most frequently mentioned comments received from Navy and Marine Corps recruiters. These comments were more often mentioned by Navy recruiters who were either dissatisfied with recruiting, experiencing stress related to their efforts to make goal, or receiving little managerial support; and by Marine Corps recruiters who thought their goals were not achievable, as well as those who reported receiving little support from management.

Although Marine Corps recruiters reported working more hours per week than other Service recruiters, there was a marked difference in the number of hours worked in relation to satisfaction with recruiting. As many as 90 percent of the dissatisfied recruiters reported working more than 60 hours per week, compared to 65 percent of the satisfied recruiters.

Table IV-4
Recruiters' Hours Worked per Week,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total		Satisfied	Dissatisfied	Total
	<u>ARMY</u>				<u>NAVY</u>		
60 Hrs or Less	44	24	32		70	48	59
More Than 60 Hrs	56	76	68		30	52	41
	<u>USMC</u>				<u>USAF</u>		
60 Hrs or Less	35	10	24		76	73	75
More Than 60 Hrs	65	90	76		24	27	25

Job Success

Recruiting Goals Achievable and the Market Adequate

Variables that relate to recruiters' perceptions of how achievable their goals are and how much stress they experience in efforts to make goal, as well as success in achieving goal, all were found to be related to satisfaction with recruiting. Not surprisingly, satisfied recruiters were more likely to report that their goals were achievable and the market was adequate to make their goals (Table IV-5).

As expected, satisfied Army recruiters were more likely to report that they thought their goals were achievable and the market was adequate to make goal (48 percent compared with 23 percent of the dissatisfied recruiters who held the same optimistic view). This positive perception was not, however, reflected in actual goal achievement (Table IV-6). Although there was little difference in the percentages of satisfied and dissatisfied Army recruiters who were moderately successful (i.e., making goal 6 to 9 months during the past year), there were noticeable differences between satisfied and dissatisfied Army recruiters for the high and low performers. As many as 48 percent of dissatisfied recruiters were in the low performance group (i.e., making goal 5 months or less), compared to 27 percent of satisfied recruiters; as many as 35 percent of satisfied recruiters succeeded in making goal 9 to 12 months during the past year, compared to only 19 percent of dissatisfied recruiters.

Table IV-5
Recruiting Goals Achievable and the Market Adequate,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total		Satisfied	Dissatisfied	Total
	<u>ARMY</u>				<u>NAVY</u>		
Agree	48	23	33		68	29	46
Neither	26	29	29		24	35	32
Disagree	26	48	38		8	36	22
	<u>USMC</u>				<u>USAF</u>		
Agree	70	32	53		84	45	68
Neither	23	39	31		12	29	20
Disagree	7	29	16		4	26	12

Table IV-6
Months Goals Achieved, by Satisfaction
with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total		Satisfied	Dissatisfied	Total
	<u>ARMY</u>				<u>NAVY</u>		
9-12 Months	35	19	23		74	44	59
6-8 Months	38	33	36		14	37	27
5 Months or Less	27	48	41		12	19	14
	<u>USMC</u>				<u>USAF</u>		
9-12 Months	63	29	50		72	66	70
6-8 Months	25	34	28		25	22	24
5 Months or Less	12	37	22		3	12	6

In comparison with dissatisfied Navy recruiters, satisfied Navy recruiters were far more likely to have achieved their goals (74 percent compared to 44 percent of dissatisfied recruiters), and believe that their goals were achievable and the market was adequate to make their goals (68 percent compared to 29 percent of dissatisfied recruiters).

The majority of satisfied Marine Corps recruiters (70 percent) believed their recruiting monthly goals were achievable and that the market was adequate to make goals. Only 32 percent of dissatisfied recruiters shared this optimistic view. As would be expected, satisfied Marine Corps recruiters were more successful in their efforts to make goal than were dissatisfied recruiters. Sixty-three percent of satisfied recruiters were making goals 9 to 12 times during the preceding year. Only 29 percent of dissatisfied recruiters were achieving the same degree of success.

In the Air Force, 84 percent of satisfied recruiters stated that they believed their goal could be achieved in the market where they were assigned. Only 45 percent of dissatisfied recruiters shared this view. These two groups also differed significantly in their evaluation of how helpful the Delayed Entrance Program (DEP) was in their efforts to make goals. The satisfied Air Force recruiters thought DEP events helped in their efforts to achieve goal (52 percent compared to 18 percent of dissatisfied recruiters).

The goal structure and the overemphasis placed on production numbers was one of the most frequent complaints made by Army, Navy, and Air Force recruiters who provided additional comments with their survey forms. These recruiters felt that their Service overemphasized numbers and underemphasized recruiter welfare. This complaint was also more likely to be made by recruiters who were dissatisfied with recruiting, experiencing job stress, or receiving little support from management.

Recruiters Experiencing Stress Related to Goal Achievement

Stress related to recruiters' efforts to achieve goal appeared to be a common factor in the day-to-day life of military recruiters, even successful and satisfied ones such as the Air Force recruiters. Stress was considered to exist when recruiters reported that they were punished when goals were not achieved; pressured to continue recruiting even after making goal; and concerned that failure to make goal would have a "make or break" effect on their military career.

Although a substantial majority of both satisfied and dissatisfied Army recruiters reported the presence of job stress related to their efforts to make goal, dissatisfied Army recruiters were more likely to report this type of job pressure (93 percent compared with 68 percent of satisfied recruiters) (Table IV-7). In addition, over half of dissatisfied Army recruiters, compared to 31 percent of satisfied recruiters, indicated that the system was inflexible in that they were not allowed to make up missed goals.

Stress related to recruiters' efforts to make goal was experienced by almost three-fourths of the Navy recruiters. The analyses showed that although a large percentage of both groups felt stress on the job, dissatisfied recruiters were more likely to experience stress than were satisfied recruiters (86 percent compared to 61 percent). Job stress also appeared to be a given for Marine Corps recruiters. Overall, 72 percent of the recruiters reported that they experienced stress in their efforts to achieve goals. As many as 88 percent of dissatisfied recruiters experienced job stress, compared to 57 percent of satisfied recruiters.

Even though over half of the Air Force recruiters indicated that they experienced stress related to their efforts to make goal, stress was far more often experienced by dissatisfied recruiters than by satisfied recruiters. As many as 85 percent who reported that they were dissatisfied with their job stated that they experienced stress related to their recruiting efforts. This compared to 42 percent of satisfied recruiters who also reported job stress.

The stress and pressure of their recruiting job and the strain it placed on family members of recruiters was one of the most frequently mentioned complaints made by recruiters who returned additional comments with their survey forms. The excessive stress affiliated with recruiting was more often mentioned by recruiters who were dissatisfied with recruiting as well as those who felt they lacked good management support in their efforts to make goal.

Table IV-7
Recruiters Experiencing Stress Related to Goal Achievement,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	68	93	84	61	86	74
Neither	25	5	12	32	13	22
Disagree	7	2	4	7	1	4
	<u>USMC</u>			<u>USAF</u>		
Agree	57	88	72	42	85	57
Neither	31	11	21	40	13	31
Disagree	12	1	7	18	2	12

Managerial Support

Recruiters Receiving Good Managerial Support

The level of support that recruiters received from their superiors and the degree of freedom they had in their efforts to achieve goals were also found to be related to their satisfaction with recruiting. Good managerial support was defined as recruiters being assisted by experienced recruiters; working in a team-like arrangement with supervisors; and having supervisors who understood, helped, and provided good managerial support to them.

Only in the Marine Corps and the Air Force did more than half of the recruiters agree that they received good management support (55 and 56 percent, respectively) (Table IV-8). Only 42 percent of Navy recruiters and 36 percent of Army recruiters thought that management provided good support to them in their efforts to make goal.

Again, there was a marked difference between satisfied and dissatisfied recruiters across Services. Over 60 percent of satisfied Army and Navy recruiters indicated that they had good managerial support on their job, compared to approximately 20 percent of dissatisfied recruiters who reported receiving good managerial support.

Table IV-8
Recruiters Receiving Good Managerial Support,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
<u>ARMY</u>				<u>NAVY</u>		
Agree	60	20	36	63	21	42
Neither	31	39	36	29	33	34
Disagree	9	41	28	8	46	24
<u>USMC</u>				<u>USAF</u>		
Agree	75	30	55	75	23	56
Neither	19	37	29	18	38	27
Disagree	6	33	16	7	39	17

In general, Marine Corps and Air Force recruiters believed that they had the benefit of good managerial support. However, there was a large discrepancy between satisfied and dissatisfied recruiters on this issue. In both the Marine Corps and the Air Force, as many as 75 percent of satisfied recruiters indicated that they had good managerial support, compared to 30 and 23 percent, respectively, of dissatisfied recruiters who reported receiving good managerial support in their efforts to carry out the demands of their jobs.

In regard to logistical support (i.e., cars, telephone, promotional items), 70 percent of satisfied Marine Corps recruiters stated that they were provided good logistical support (compared to only 44 percent of dissatisfied recruiters). In the Navy, only 44 percent of satisfied recruiters and 23 percent of dissatisfied recruiters believed they had received adequate logistical support.

Recruiters Given Freedom to Plan Own Work

As expected, satisfied recruiters were more likely to indicate that they were given the freedom to personally plan their own work and use their judgment as to the best methods for recruiting in their assigned areas (Table IV-9). What was not anticipated was the significant percentage of satisfied recruiters who either disagreed with the statement that they had freedom on the job or were neutral about the extent of job freedom they had.

Table IV-9
Recruiters Given Job Freedom,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total		Satisfied	Dissatisfied	Total
	<u>ARMY</u>				<u>NAVY</u>		
Agree	63	32	44		79	44	62
Neither	17	19	20		14	20	17
Disagree	20	49	36		7	36	21
	<u>USMC</u>				<u>USAF</u>		
Agree	83	52	69		78	48	68
Neither	8	19	15		11	12	12
Disagree	9	29	16		11	40	20

Army recruiters reported having less job freedom than other military recruiters, whereas the Marine Corps recruiters reported having the greatest freedom to personally plan their own work (44 and 69 percent, respectively). This level of reported job freedom differed for those who were satisfied with their recruiting job and those who were not. For example, the percentages of satisfied recruiters who agreed that they had freedom on the job ranged from a low of 63 percent in the Army to a high of 83 percent of Marine Corps recruiters. The percentage of dissatisfied recruiters who reported having job freedom ranged from 32 percent for Army recruiters to 52 percent of Marine Corps recruiters. The Marine Corps was the only Service where over half the dissatisfied recruiters reported having freedom to personally plan their own work.

Job Benefits Affiliated with Recruiting Job

How recruiters perceive the benefits and promotion opportunities associated with their recruiting assignment plays a role in how satisfied recruiters are with their job. These benefits include attaining job skills that the recruiters believe will be helpful to them in securing good civilian jobs; being involved in work that is important and challenging; being recognized for doing good work; and having their overall performance considered in their job evaluations. The degree of difference between satisfied and dissatisfied recruiters in terms of their perceptions of the benefits associated with their recruiting tour is rather striking (Table IV-10).

Not surprisingly, 62 percent of Army recruiters who were satisfied with their recruiting job thought there were a number of benefits affiliated with their job. The majority of Army recruiters who were dissatisfied with recruiting neither agreed nor disagreed with the statement that there were benefits affiliated with their recruiting jobs.

Satisfied Navy recruiters, on the other hand, were far more likely than dissatisfied recruiters to indicate that their recruiting job had these affiliated benefits (75 percent of satisfied Navy recruiters reported the existence of these job benefits, compared to only 24 percent of dissatisfied Navy recruiters, most of whom viewed recruiting as neither positive nor negative with reference to job benefits). Furthermore, 60 percent of dissatisfied Navy recruiters did not believe that their promotion opportunities were better than they would have been without their recruiting assignment (Table IV-11).

Marine Corps recruiters were far more likely to indicate that their recruiting job offered these benefits (89 percent of satisfied recruiters thought their job had good benefits, compared to 43 percent of dissatisfied Marine Corps recruiters). The two groups also differed in their perception of the promotion opportunities affiliated with recruiting. Almost two-thirds of satisfied recruiters thought that their promotion opportunities were better than they would have been without recruiting assignment. Less than half (42 percent) of the dissatisfied recruiters held the same view.

Table IV-10
Job Benefits Affiliated with Recruiting Job,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	62	26	41	75	24	48
Neither	35	53	46	21	50	38
Disagree	3	21	13	4	26	14
	<u>USMC</u>			<u>USAF</u>		
Agree	89	43	67	84	40	67
Neither	10	49	29	16	44	28
Disagree	1	8	4	0	16	5

Table IV-11
Promotion Opportunities Better Because of Recruiting Job,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total
	<u>ARMY</u>			<u>NAVY</u>		
Agree	57	26	36	26	16	21
Neither	23	28	29	36	24	33
Disagree	20	46	35	38	60	46
	<u>USMC</u>			<u>USAF</u>		
Agree	65	42	53	11	4	7
Neither	17	26	23	13	6	10
Disagree	18	32	24	76	90	83

Given the fact that all Air Force recruiters are volunteers, it is surprising that the majority (83 percent) disagreed with the statement that their promotion opportunities were better because of their recruiting assignment. As many as 76 percent of satisfied recruiters and 90 percent of dissatisfied recruiters held this view.

This perceived lack of promotion opportunities in Air Force recruiting could well be offset by the 67 percent who indicated that there were benefits affiliated with their recruiting job. Satisfied recruiters were far more likely to report that their job offered these job benefits than were dissatisfied recruiters (84 percent compared to 40 percent).

Satisfaction

Recruiters' Choices for Next Assignment

In general, Army recruiters, if given a choice for next assignment, would elect to leave recruiting. However, as many as 70 percent of satisfied recruiters stated they would elect to remain in recruiting, compared to only 5 percent of dissatisfied recruiters. The bulk of dissatisfied Army recruiters would prefer to return to their previous military specialty or move into a new military occupational specialty (62 percent and 26 percent, respectively) (Table IV-12).

The biggest difference between satisfied and dissatisfied Navy recruiters related to their choice for future assignments. As many as 65 percent of satisfied recruiters stated that they would, if given a choice, elect to remain in recruiting, compared to only 3 percent of dissatisfied recruiters. Most of the dissatisfied recruiters would prefer to return to their previous military specialty/occupation (68 percent compared to 20 percent of satisfied recruiters), but another 18 percent would choose to leave the Navy.

The biggest margin of difference between satisfied and dissatisfied Marine Corps recruiters was also in the percentage who would choose, if given the option, to remain in recruiting. As many as 60 percent of satisfied Marine Corps recruiters indicated they would prefer to remain in recruiting, whereas only 5 percent of dissatisfied recruiters would make the same choice. As was true for dissatisfied Navy recruiters, most dissatisfied Marine Corps recruiters would choose to return to their previous specialty if given a choice.

As many as 72 percent of satisfied Air Force recruiters stated that they would elect to remain in recruiting if given a choice. This is in sharp contrast to dissatisfied recruiters where only 5 percent stated that they would prefer to remain in recruiting. Interestingly, the Air Force has the lowest total percentage of recruiters who would choose to return to their previous military specialty.

Table IV-12
Recruiters' Choice for Next Assignment,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total		Satisfied	Dissatisfied	Total
	<u>ARMY</u>				<u>NAVY</u>		
Remain	70	5	24		65	3	29
Previous	16	62	47		20	68	48
New	14	26	25		11	11	12
Leave	0	7	4		4	18	11
	<u>USMC</u>				<u>USAF</u>		
Remain	60	5	32		72	5	44
Previous	18	63	40		12	62	31
New	21	20	23		14	29	23
Leave	1	12	5		2	4	2

Adequacy of Recruiter Pay in Meeting Expenses

Recruiter pay was a significant concern only for Air Force recruiters, which does not seem consistent with the findings that the Air Force recruiters appear to be in the most advantageous financial position in terms of their monthly housing expenses. However, considering that Air Force recruiters have the highest percentage of low-ranking recruiters (note that lower pay grades are associated with promotion points and not years in Service), it is conceivable that their ability to live on the local civilian economy, and work within the largest territorial boundaries of any of the Services, is somewhat less than their counterparts in the other Services.

Although 62 percent of Air Force recruiters stated that their pay was not sufficient to meet expenses, dissatisfied recruiters were more likely to complain that pay was inadequate (Table IV-13). As many as 78 percent of dissatisfied recruiters reported that their pay was not sufficient to meet expenses, compared to 56 percent of satisfied recruiters.

Recruiters Losing Applicants to Other Services

Seventy-five percent of Army recruiters indicated that they were losing qualified applicants to other Services (67 percent for satisfied recruiters and 81

Table IV-13
Air Force Recruiters' Pay Sufficient to Meet Expenses,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Agree	25	11	20
Neither Agree/Disagree	19	11	18
Disagree	56	78	62

percent for dissatisfied recruiters). The most prevalent reason given for these perceived losses was the public's negative image of the Army.

The majority of Navy recruiters indicated that they were losing qualified applicants to other Services (86 percent of dissatisfied recruiters held this view, compared to 72 percent of satisfied recruiters). The most frequently mentioned reason for these losses was Navy advertising. Problems associated with advertising were also mentioned by 12 percent of the 497 Navy recruiters who provided additional comments with their survey form.

As many as 88 percent of dissatisfied Marine Corps recruiters and 70 percent of satisfied recruiters indicated that they were losing qualified applicants to other Services. The reasons given by these Marine Corps recruiters for their losses were advertising, contract length, and cash bonuses offered by other Services.

Close to 70 percent of Air Force recruiters stated that they too were losing qualified applicants to other Services. This was reported by a larger percentage of dissatisfied recruiters than satisfied recruiters (83 percent compared to 64 percent). The most frequently cited reason given for these losses was the cash bonuses offered by other Services.

Service-Specific Findings by Level of Satisfaction

ARMY: As one would anticipate, the majority of dissatisfied Army recruiters were those who had not volunteered for their recruiting job (71 percent, compared to 29 percent who had volunteered). Interestingly, however, satisfied Army recruiters were as likely to be non-volunteers as volunteers.

In view of the fact that as few as 11 percent of Army recruiters were pay grade E-4/5, and another 6 percent were pay grade E-8/9, only pay grades E-6 and E-7 were examined to determine whether there was a relationship between recruiters' pay grade and their level of satisfaction with their recruiting job. Results showed

that E-7 recruiters were almost equally distributed in the satisfied and dissatisfied categories. However, in pay grade E-6 the percentage of dissatisfied recruiters was higher (55 percent compared to 41 percent of satisfied recruiters).

Choice of duty location and the length of recruiters' duty assignment both were related to Army recruiters' job satisfaction. Of those Army recruiters who were satisfied with their recruiting job, 44 percent indicated they had been given the opportunity to state their preference for duty location and had received the preferred assignment. Dissatisfied Army recruiters, on the other hand, were more likely to indicate that they had not been assigned to the location that they had requested (45 percent).

In comparison with satisfied recruiters, dissatisfied recruiters were more likely to be short-term recruiters (57 percent of dissatisfied recruiters had less than 3 years in recruiting compared to 31 percent of satisfied recruiters). This percentage decreased to 12 percent for dissatisfied recruiters with more than 6 years of recruiting experience.

NAVY: Satisfied Navy recruiters were more likely than dissatisfied recruiters to indicate that they had been given the opportunity to select the duty location to which they had been assigned (63 percent compared to 38 percent). As many as 68 percent of dissatisfied recruiters had been assigned to recruiting for 1 to 3 years, compared to 45 percent of satisfied recruiters. Not surprisingly, a higher percentage of satisfied recruiters than dissatisfied recruiters had volunteered for their recruiting assignment (78 percent and 57 percent, respectively).

MARINE CORPS: In general, Marine Corps recruiters were more satisfied than dissatisfied with their recruiting job (46 percent satisfied, 36 percent dissatisfied, and 18 percent neither satisfied nor dissatisfied). It should also be noted that when recruiters returned comments with their survey form, most comments were of a negative nature. However, for the Marine Corps recruiters this was not always true. Of the 279 Marine Corps recruiters who made additional comments, 14 percent stated how much they liked recruiting.

Satisfied Marine Corps recruiters differed from dissatisfied recruiters in a number of ways. For example, satisfied recruiters were more likely to be volunteers (71 percent, compared to 41 percent for dissatisfied recruiters), and assigned to recruiting for more than 3 years (49 percent, compared to 22 percent for dissatisfied recruiters). They also were more likely to be assigned to the duty location they had selected (61 percent, compared to 39 percent for dissatisfied recruiters).

AIR FORCE: Air Force recruiters were not only the most satisfied of all military recruiters, they were also the most successful in their efforts to achieve their recruiting goals. Although the number who were unsuccessful was too small to provide meaningful comparisons between successful and unsuccessful recruiters, there were a number of significant differences between satisfied and dissatisfied Air Force recruiters.

The length of time Air Force recruiters were assigned to recruiting duty was found to be related to their satisfaction. The biggest difference between satisfied and dissatisfied Air Force recruiters was associated with a tour length of more than 6 years. A higher percentage of satisfied recruiters had been in their recruiting assignment for more than 6 years (33 percent, compared to 13 percent for dissatisfied recruiters). This is not surprising since all Air Force recruiters are volunteers and have the option of extending or not extending their tour.

Conclusions

In comparison with the other Services, the Air Force had the highest percentage of recruiters who reported they were satisfied with their recruiting job; the Army had the lowest percentage of satisfied recruiters. As anticipated, military recruiters who were satisfied with recruiting were more likely than dissatisfied recruiters to have positive views regarding their preparation and training for recruiting, recruiting policies and procedures, and their overall quality of life as a recruiter.

While most recruiters reported working more than 60 hours per week, dissatisfied recruiters were more likely to report that they worked these long hours than were satisfied recruiters. This was particularly true for Marine Corps recruiters where as many as 90 percent of dissatisfied recruiters reported working more than 60 hours per week, compared to 65 percent of satisfied recruiters who worked the same extended work week.

A dramatic difference was noted between satisfied and dissatisfied recruiters in their perception of the managerial support they received in their efforts to achieve goals. A far greater percentage of satisfied recruiters than dissatisfied recruiters indicated that they received good support from management and had more freedom to personally plan their work and use their own judgment as to the best method for recruiting.

Satisfied recruiters not only were more successful in achieving their goals, but also perceived their goals as more achievable and the market adequate to make goal. Furthermore, even though the majority of recruiters reported that they experienced stress related to their efforts to achieve goal, dissatisfied recruiters were far more likely to report the existence of job stress.

In addition, dissatisfied recruiters were less likely than satisfied recruiters to acknowledge the existence of job benefits or promotion opportunities affiliated with their recruiting job. They also were less likely to choose to remain in recruiting than were satisfied recruiters.

Conclusions for Army Recruiters

In general, Army recruiters were less satisfied with recruiting than were other military recruiters. However, Army recruiters differed significantly on several

variables when satisfied Army recruiters were compared with dissatisfied Army recruiters. Satisfied Army recruiters were more likely than dissatisfied Army recruiters to indicate that they had been given the opportunity of stating their preference for duty location and receiving the preferred assignment. Dissatisfied recruiters were more likely than satisfied recruiters to indicate that their training for recruiting duty had not been good, and that they and members of their family had not been well prepared for the demands and requirements of recruiting duty.

Although a large percentage of both satisfied and dissatisfied Army recruiters stated that they worked more than 60 hours per week, this was more evident for the dissatisfied recruiters. Job stress was also experienced by both groups, but again was more likely to have been reported by those who were dissatisfied with recruiting.

A dramatic difference was noted between satisfied and dissatisfied Army recruiters in their perception of managerial support they received in their efforts to achieve goals. A far greater percentage of satisfied recruiters indicated that they received good support from management and had more freedom to personally plan their work and use their own judgment as to the best method for recruiting.

Conclusions for Navy Recruiters

Satisfied Navy recruiters not only were more successful in achieving their goals, but also perceived their goals as more achievable and were more likely to think the market was adequate to make goal than dissatisfied recruiters.

Dissatisfied Navy recruiters were more likely than satisfied Navy recruiters to report working more than 60 hours per week on job-related tasks. They also were more critical of their training and the preparation they and members of their family had received from the Navy regarding the demands and requirements of their job.

Job stress was reported by approximately three-fourths of Navy recruiters, but dissatisfied recruiters were more likely than satisfied recruiters to report stress, lack of freedom in planning their own work, and insufficient support from management. Satisfied Navy recruiters believed there were a number of benefits affiliated with their recruiting job and were far more likely to choose to remain in recruiting than were dissatisfied Navy recruiters.

Conclusions for Marine Corps Recruiters

Although they indicated that their job was demanding and stressful, Marine Corps recruiters were generally more satisfied than dissatisfied with recruiting. Most Marine Corps recruiters reported working more hours per week than any other group of Service recruiters. This was especially true for dissatisfied Marine Corps recruiters where 9 out of every 10 recruiters reported working in excess of 60 hours per week on job-related tasks.

Even with these extensive hours of work, only 49 percent of the Marine Corps recruiters were successful in reaching their goals 9 to 12 months out of the past year. However, satisfied recruiters tended to be far more successful in achieving their goals than dissatisfied recruiters, and also were more likely to view their goals as achievable.

The majority of these recruiters indicated that neither they nor members of their family had been well prepared for the demands and requirements of their recruiting job. This was especially true for dissatisfied recruiters.

In general, Marine Corps recruiters believed that they received good managerial support and had the freedom to personally plan their own work, but operated under a great deal of stress. Satisfied recruiters, however, were more likely than dissatisfied recruiters to report that they received good support from management, were given professional job freedom, and were less likely to experience stress related to their efforts to make goal. This was also true for successful versus unsuccessful recruiters.

Marine Corps recruiters who indicated they were satisfied with their job were more likely to envision a number of job benefits affiliated with their job, as well as greater potential for promotion because of their recruiting assignment. They were also far more likely than dissatisfied recruiters to indicate that they would, if given a choice, remain in recruiting. With this same opportunity to select their next assignment, unsuccessful Marine Corps recruiters were more likely than successful recruiters to decide to return to their previous military specialty.

Conclusion for Air Force Recruiters

Not only were Air Force recruiters the most satisfied of all military recruiters, they were also the most successful in their efforts to achieve their recruiting goals.

Satisfied Air Force recruiters were more likely than dissatisfied recruiters to state that their recruiter training was good and the time devoted to it was sufficient. They were also more likely to assess their goals as achievable and to experience less stress in their efforts to achieve these goals.

Even though most Air Force recruiters believed that they received good managerial support on the job, there was a sizeable difference between the perceptions of satisfied and dissatisfied recruiters on this issue. Satisfied recruiters reported having good managerial support and the freedom to personally plan their work. Dissatisfied recruiters, on the other hand, reported lack of support and little job freedom.

Both satisfied and dissatisfied Air Force recruiters stated that they did not think their promotion opportunities were better because of their recruiting assignment. They did, however, have a positive view of their job and the benefits affiliated with it. Satisfied Air Force recruiters were far more likely than

dissatisfied recruiters to report that a number of benefits were affiliated with their recruiting job. As many as 72 percent of satisfied Air Force recruiters stated that, if given a choice, they would prefer to remain in their recruiting assignment. Dissatisfied recruiters preferred returning to their previous military specialty.

Chapter V

FACTORS RELATED TO RECRUITER SUCCESS

To better understand the differences among those recruiters who were successful (i.e., making goal in at least 9 months out of the past year) and those who were unsuccessful (i.e., making goal less than 6 months during the past year), responses to survey data from the two groups were compared. Chi-Square tests were done to determine which differences were significant for demographic and employment variables. Insights emerging from these comparisons may assist the Services in efforts to improve managerial systems to promote more success within the ranks of the recruiting force.

Army Recruiters

In comparison with other military recruiters, Army recruiters not only were less satisfied with their recruiting job, but believe they were less successful in their efforts to make goal. Unsuccessful Army recruiters were more likely to report that they were dissatisfied with their recruiting jobs than were successful Army recruiters (65 percent of the unsuccessful recruiters were dissatisfied with recruiting, compared to 44 percent of the successful recruiters) (Table V-1).

Table V-1
Army Recruiters' Satisfaction with Recruiting,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Satisfied	40	17	26
Neither Satisfied Nor Dissatisfied	16	18	20
Dissatisfied	44	65	54

Since the majority of Army recruiters were pay grades E-6 (52 percent) or E-7 (31 percent), only these two groups were examined to determine whether recruiters' pay grade was related to their success in achieving goal. Results showed that E-6 Army recruiters were as likely to be successful as they were to be unsuccessful (50 percent of the successful recruiters were E-6 pay grade compared with 52 percent of the unsuccessful recruiters). E-7 Army recruiters were somewhat more likely to be in the successful group (38 percent compared with 27 percent in the unsuccessful group).

Other demographic variables such as recruiters' formal education, marital status, and race-ethnicity were not significantly related to Army recruiters' success in making goal. However, the duration of recruiters' tour of duty was related to success (Table V-2). For example, 52 percent of unsuccessful recruiters compared to 41 percent of successful recruiters had been in recruiting for 1 to 3 years. Not surprisingly, successful recruiters were more likely than unsuccessful recruiters to have been in their recruiting job for 3 to 6 years. It is interesting to note, however, that this trend of increased success with increased time on the job does not hold strongly for those with more than 6 years in recruiting. The percentage of successful and unsuccessful recruiters with more than 6 years in recruiting was almost equal.

Table V-2
Length of Duty for Army Recruiters,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
1 Year, Less Than 3 Years	41	52	49
3 to 6 Years	38	30	33
More Than 6 Years	21	18	18

Successful Army recruiters were more likely than unsuccessful recruiters to evaluate their recruiter training as good professional training and the time devoted to the training as adequate (46 percent for successful recruiters compared to 33 percent for unsuccessful recruiters) (Table V-3). However, the fact that less than half of the successful recruiters gave their training good marks indicates that these programs may need improvement. Other areas that related to how well prepared recruiters and members of their family were for recruiting duty were not related to how successful the recruiters were in accomplishing their goals. However, 18 percent of the comments received from the 59 percent of Army recruiters who returned comment sheets with their survey form focused on the strain that recruiting placed on recruiters and their families. This was especially true for recruiters who indicated that they experienced stress related to their efforts to make their recruiting goals.

Quality-of-life variables (e.g., ability to take annual leave, distances from recruiters' home to office and military facilities, and recruiter perception of their recruiting assignment) were not found to be related to recruiter success or failure in meeting goals. Nonetheless, of those Army recruiters who returned additional comments with their survey form, 11 percent complained about the cost of living with which they had to contend during their recruiting tour.

Table V-3
Army Recruiters Receiving Good Training with Sufficient
Training Time, by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	46	33	39
Neither Agree/Disagree	32	27	31
Disagree	22	40	30

Although the majority of Army recruiters reported that they worked more than 60 hours per week (68 percent), unsuccessful recruiters were more likely than successful recruiters to fall in this extensive work week category (77 percent compared to 65 percent) (Table V-4).

Table V-4
Army Recruiters' Hours Worked Per Week,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
60 Hours or Less	35	23	32
More Than 60 Hours	65	77	68

A number of factors related to recruiting and the demands of recruiting were found to be related to the success of Army recruiters in achieving their goals. It is not surprising, for example, that recruiters who make goals were more likely to indicate that their goals were achievable and their markets were adequate (46 percent of successful recruiters held this view compared to 23 percent of unsuccessful recruiters) (Table V-5). However, it is surprising to find that 54 percent of successful recruiters were either not sure or disagreed with this view.

Although the factor analysis that was done with the response data indicated that a number of questions on the survey form measured "job stress," only one of these factors was found to be related to recruiter success. This was whether recruiters were punished by their superiors when they failed to make their goals (Table V-6). In general, 67 percent of Army recruiters indicated that they were punished when their goals were not achieved, but the percentage of unsuccessful recruiters who stated they had been punished was greater than the percentage of

successful recruiters who experienced this negative management pressure (76 percent of unsuccessful recruiters compared with 62 percent of successful recruiters).

Table V-5
Army Recruiting Goals Achievable and the Market Adequate,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	46	23	33
Neither Agree/Disagree	24	27	29
Disagree	30	50	38

Table V-6
Army Recruiters Punished When Goals Are Missed,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	62	76	67
Neither Agree/Disagree	21	17	22
Disagree	17	7	11

The perception of managerial support provided to Army recruiters varied, and responses to most of these questions did not relate to making goal. However, two management areas were related to success: whether supervisors and recruiters worked in a team-like arrangement and whether supervisors provided good support to recruiters (Tables V-7 and V-8). Successful recruiters were more likely to indicate that their superiors provided good managerial support (55 percent of successful recruiters compared to 30 percent of unsuccessful recruiters) and also developed good team-like arrangements (51 percent of successful recruiters perceived good teamwork compared to 27 percent of unsuccessful recruiters).

Those Army recruiters who did not make goals were more likely to indicate that they were losing qualified applicants to other Services (85 percent of unsuccessful recruiters held this opinion compared to 58 percent of successful recruiters) (Table V-9). The reason most frequently given for these qualified applicants going with other Services was a negative view of the Army's image.

Table V-7
Army Recruiters Receiving Good Supervisor Support,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	55	30	40
Neither Agree/Disagree	17	32	28
Disagree	28	38	32

Table V-8
Army Recruiters Perceived Good Teamwork With Superiors,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	51	27	37
Neither Agree/Disagree	23	31	27
Disagree	26	42	36

Table V-9
Army Recruiters Losing Applicants to Other Services,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	58	85	75
Disagree	42	15	25

Unsuccessful Army recruiters were less likely to indicate that they would remain in recruiting if given a choice of their next assignment (15 percent of unsuccessful Army recruiters would choose to remain in recruiting compared with 31 percent of successful recruiters) (Table V-10). The percentages of recruiters who indicated they would choose another specialty within the Army or would leave the Army were similar for successful and unsuccessful recruiters.

Table V-10
Army Recruiters' Choice for Next Assignment,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Remain in Recruiting	31	15	24
Previous Specialty	45	52	46
New Specialty	22	29	26
Leave the Army	2	4	4

Navy Recruiters

Overall, 59 percent of Navy recruiters were successful in their efforts to make goal (i.e., achieving goal in at least 9 months during the past year) and only 14 percent were unsuccessful (i.e., achieving goal in fewer than 6 months during the past year). Significant differences between these two groups (as determined by Chi-Square tests) are examined in the following text.

No significant relationships were found between success of Navy recruiters and their level of education, marital status, volunteer status, views regarding recruiter training, duty location, and number of hours worked per week on job-related tasks.

There were, however, significant relationships for two pay grades. A higher percentage of E-6 Navy recruiters was found in the successful group (50 percent) than in the unsuccessful group (33 percent). Among E-7 recruiters, however, the larger share was unsuccessful (28 percent compared to 18 percent in the successful group).

There also were significant differences in the perception of preparation for recruiting duty between successful and unsuccessful Navy recruiters. The majority of both successful and unsuccessful recruiters indicated that their families had not been well prepared for the demands and requirements of their recruiting job (64 percent of successful recruiters held this view compared to 83 percent of unsuccessful recruiters). Clearly, Navy recruiters feel this is an area that needs further improvement.

Navy recruiters' views concerning the adequacy of their markets, realistic recruiting objectives, and supervisory leadership all were found to be significantly related to success. For example, although almost half of all Navy recruiters believed their goals were achievable and the market was adequate to make goal, only 26 percent of unsuccessful recruiters held this optimistic view, compared to 56 percent of successful recruiters (Table V-11).

Table V-11
Navy Recruiting Goals Achievable and the Market Adequate,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	56	26	46
Neither Agree/Disagree	29	28	32
Disagree	15	46	22

Goal stress was also found to be related to success in making goal. Goal stress is a composite variable consisting of recruiters' perceptions that they were pressured to continue recruiting even after reaching monthly goal, punished if goal was missed, and concerned that failure to make goal would damage their military career. Even though nearly three-fourths of Navy recruiters indicated that they experienced goal stress, a higher percentage of successful Navy recruiters experienced this stress (74 percent) than those who were unsuccessful (67 percent) (Table V-12).

Table V-12
Navy Recruiters Experiencing Goal Stress,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	74	67	74
Neither Agree/Disagree	22	27	22
Disagree	4	6	4

Although approximately two-thirds of Navy recruiters indicated that they had freedom to personally plan their work and use their judgment as to the best method for recruiting in their assigned area, unsuccessful recruiters were less likely to report having this kind of job freedom (Table V-13). Only 44 percent of unsuccessful recruiters reported job freedom, compared to 68 percent of successful recruiters.

Managerial support was a composite variable that consisted of recruiters' perceptions that their supervisors helped them with problems, inspired teamwork, and provided support and experienced personnel to assist them as needed. While 42 percent of Navy recruiters felt they received good managerial support, 49 percent of successful Navy recruiters reported good support (Table V-14). Only 26 percent of unsuccessful recruiters held the same view. The unsuccessful recruiters were more

likely to be neutral (i.e., neither agreeing nor disagreeing with statements about the support they received from management).

Table V-13
Navy Recruiters Given Job Freedom,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	68	44	62
Neither Agree/Disagree	17	25	17
Disagree	15	31	21

Table V-14
Navy Recruiters Receiving Good Managerial Support,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	49	26	42
Neither Agree/Disagree	31	43	33
Disagree	20	31	25

Successful recruiters were also more likely than unsuccessful recruiters to believe there were job benefits affiliated with recruiting (Table V-15). Over half of successful recruiters believed their work was important and challenging; they were challenging; they were gaining skills that would help them in securing civilian jobs; they were recognized for good work; and their evaluations were based on overall performance (54 percent compared to 35 percent of unsuccessful recruiters).

Only 29 percent of Navy recruiters indicated that if they had the freedom to select another assignment, they would remain in recruiting (Table V-16). Most stated that they would prefer to return to their previous military specialty/ occupation. As might be expected, even with this low retention for Navy recruiters, successful recruiters were more likely than unsuccessful recruiters to choose to remain in recruiting (36 percent compared to 20 percent).

Table V-15
Job Benefits Affiliated With Navy Recruiting Job,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	54	35	48
Neither Agree/Disagree	38	37	38
Disagree	8	28	14

Table V-16
Navy Recruiters' Choice for Next Assignment,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Remain in Recruiting	36	20	29
Previous Specialty	43	57	48
New Specialty	12	10	12
Leave the Navy	9	13	11

Marine Corps Recruiters

Only 49 percent of Marine Corps recruiters indicated they were successful in their recruiting efforts (i.e., reaching goal in at least 9 months during the past year). A number of demographic and employment variables was found to be unrelated to Marine Corps recruiting success. For example, formal education, marital status, number of hours worked per week, leave taken, family preparation and involvement in their recruiting job, training, and job freedom were not related to success in making goal.

On the other hand, several factors did show significant relationships with recruiting success. Successful recruiters were more likely to indicate that they were given a realistic preview of their recruiting jobs (40 percent agree) than unsuccessful recruiters (66 percent disagree) (Table V-17).

Most surprising was the fact that most Marine Corps recruiters, whether or not they were successful, experienced goal stress. Specifically stress was defined as recruiters' perception that they were pressured to continue recruiting even after reaching their goals, punished when they missed their goals, and convinced that

missed goals would damage their military careers. Seventy-eight percent of unsuccessful recruiters and 69 percent of successful recruiters reported experiencing goal stress.

Table V-17
Marine Corps Recruiters Receiving Realistic Preview of Recruiting,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	40	15	31
Neither Agree/Disagree	25	19	20
Disagree	35	66	49

Successful recruiters were more likely to be volunteers than were unsuccessful recruiters. As many as 62 percent of the successful group were volunteers, compared to only 40 percent of unsuccessful recruiters. Even though approximately two-thirds of Marine Corps recruiters had been in recruiting for 1 to 3 years, there was no difference between successful and unsuccessful recruiters based upon recruiting experience. There was, however, a higher percentage of successful than unsuccessful recruiters in the 3- to 6-year group (27 percent for successful recruiters compared to 17 percent for unsuccessful recruiters).

Not surprisingly, successful recruiters were more likely to report that their goals were achievable than were unsuccessful recruiters (Table V-18). Sixty-six percent of successful recruiters stated that their goals were achievable and the market was adequate. Only 31 percent of unsuccessful recruiters held this same optimistic view.

Table V-18
Marine Corps Recruiting Goals Achievable and the
Market Adequate, by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	66	31	53
Neither Agree/Disagree	27	38	31
Disagree	7	31	16

As many as 76 percent of Marine Corps recruiters stated that they were losing qualified applicants to the other Services. This view was held by 90 percent of unsuccessful recruiters and 67 percent of successful recruiters.

In general, over 50 percent of Marine Corps recruiters indicated that they received good managerial support (Table V-19). Good managerial support was defined as recruiters' perceptions that they were assisted by experienced recruiters, working in a team-like arrangement with supervisors, and receiving help and understanding from their supervisors. Sixty-five percent of successful recruiters indicated that they had good managerial support, while 43 percent of unsuccessful recruiters acknowledged receiving good support from management; approximately one-third indicated that they lacked such support in their attempts to achieve goal.

Table V-19
Marine Corps Recruiters Receiving Good Managerial Support,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	65	43	55
Neither Agree/Disagree	25	26	29
Disagree	10	31	16

Successful Marine Corps recruiters were more likely to report that their promotion opportunities were better than they would have been if they had not taken a recruiting assignment (Table V-20). As many as 61 percent of successful recruiters held this view, compared to 42 percent of unsuccessful recruiters.

Table V-20
Promotion Opportunities Better Because of Marine Corps
Recruiting Assignment, by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Agree	61	42	53
Neither Agree/Disagree	26	22	23
Disagree	13	36	24

If given the option, 32 percent of Marine Corps recruiters would choose to remain in recruiting (Table V-21). Successful recruiters were more likely to elect this option than were unsuccessful recruiters (37 percent compared to 16 percent). Of those who would leave recruiting, significantly more of the unsuccessful recruiters would choose to return to their previous occupational specialty (57 percent versus 32 percent of successful recruiters).

Table V-21
Marine Corps Recruiters' Choice for Next Assignment,
by Success in Making Goal
(Percent)

	Successful	Unsuccessful	Total
Remain in Recruiting	37	16	32
Previous Specialty	32	57	40
New Specialty	26	21	23
Leave the Marine Corps	5	6	5

Air Force Recruiters

Only 6 percent of Air Force recruiters were categorized into the unsuccessful group (i.e., making their goal 5 months or less during the past year). Therefore, comparisons between unsuccessful and successful recruiters were not statistically sound.

Conclusions

Army: In general, Army recruiters were less successful in their efforts to achieve their recruiting goals than were other military recruiters. However, there were notable differences between Army recruiters who were successful in their efforts to make goal and those Army recruiters who were unsuccessful. Successful Army recruiters were more likely to indicate that their training was good, their goals were achievable, and management provided good support to them in their efforts to achieve goal. Those recruiters were also more likely to be satisfied with recruiting than were unsuccessful recruiters.

Navy: Sixty percent of Navy recruiters reported that they made their goal 9 to 12 months during the past year. While these successful recruiters were more likely than unsuccessful recruiters to believe that their goals were achievable, both successful and unsuccessful recruiters reported that they functioned under a great deal of job stress. The successful recruiters, however, were more likely to report that

they had freedom to plan their own work and received good managerial support in their efforts to make goal.

Marine Corps: Only 49 percent of Marine Corps recruiters indicated that they made their goal 9 to 12 months during the year preceding the survey. Those recruiters who fell into the successful category were more likely to report that they had received a realistic preview of the demands of their recruiting assignment; were given good managerial support on the job; and believed that their goals were achievable and their promotion opportunities were better because of their recruiting assignment.

Air Force: Air Force recruiters had the highest success rate among the four Services in achieving their recruiting goals (70 percent made goal 9 to 12 months during the year preceding the survey).

Chapter VI

PERCEPTIONS OF IMPROPRIETIES IN RECRUITING

Since the House Committee on Appropriations was concerned that goal stress would force high-quality NCOs to choose between preserving their integrity at the expense of their careers, or bending the rules to make difficult goals, the 1989 DoD Survey was designed to learn more about the extent of perceived improprieties, and how members of the recruiting services explained these improprieties. Just as military recruiters varied in perceptions of their quality of life and the organizational leadership under which they functioned, they also differed in their perceptions of how frequently improprieties occurred in their recruiting command.

While nearly all military recruiters (93 percent) believe that improprieties do occur, the percentage who believe that such improprieties occur frequently ranges from 6 percent in the Air Force to 19 percent in the Army (Table VI-1).

Table VI-1
Recruiters' Perceptions of the Occurrence of Improprieties
in Their Recruiting Command, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Frequently	19	15	13	6	14
Occasionally	40	40	38	31	37
Seldom	37	38	41	56	42
Never	4	7	8	7	7

The two most frequently mentioned explanations for occurrence of perceived improprieties were common across Services: pressure by superiors to meet goals, and fear that failure to meet goals would result in unsatisfactory performance ratings.

Interestingly, perceptions of improprieties were not related to success in achieving goals. They were, however, related to recruiters' job satisfaction in three of the four Services. Dissatisfied Navy, Marine Corps, and Air Force recruiters were more likely to indicate that improprieties occurred frequently or occasionally in their recruiting command, while both satisfied and dissatisfied Army recruiters held similar views concerning frequency of improprieties.

Recruiters were less likely to report that sexual misconduct occurs between recruiters and applicants in their recruiting command (Table VI-2) than other

improprieties that occur. These perceptions were not related to recruiter success. With the exception of Marine Corps recruiters, these perceptions were also not related to recruiter satisfaction. Dissatisfied Marine Corps recruiters, however, were more likely than satisfied recruiters to indicate that they thought sexual improprieties occurred frequently or occasionally in their recruiting command.

Table VI-2
Recruiters' Perceptions of Occurrence of Sexual Misconduct
Between Recruiters and Applicants, by Service
(Percent)

	Army	Navy	USMC	USAF	Total
Frequently	3	3	2	0	2
Occasionally	22	17	13	11	16
Seldom	52	52	50	61	53
Never	32	28	35	28	29

Army Recruiters' Perceptions

Recruiters were asked to review a list of potential reasons for recruiter improprieties, and indicate how much they thought these reasons contributed to improprieties in their recruiting command. Of the statements presented, Army recruiters indicated that the greatest contributors to improprieties were pressure by superiors to make goal (79 percent indicated that this contributed greatly to improprieties); fear of receiving unfavorable performance ratings (53 percent); and the emphasis placed on getting high-quality applicants (46 percent) (Table VI-3).

None of the listed reasons was found to be related to Army recruiters' success in making goal. However, satisfied and dissatisfied recruiters did differ in their perceptions of the reasons for improprieties. A higher percentage of dissatisfied Army recruiters than satisfied Army recruiters indicated that improprieties were greatly influenced by recruiters being pressured by their superior to make goal (Table VI-4); the emphasis that the Army places on recruiting high-quality applicants (Table VI-5); and recruiters trying to achieve unrealistic recruiting goals (Table VI-6).

Navy Recruiters' Perceptions

Navy recruiters' perceptions of recruiter improprieties were not related to their success in achieving goal. However, Navy recruiters who were dissatisfied with recruiting were more likely than satisfied recruiters to indicate that improprieties occurred in their recruiting command.

Table VI-3
Army Recruiters' Perceptions of Factors
That Contribute to Recruiter Improprieties
(Percent)

	Greatly	Some	Not at All
Pressure by Superiors	79	18	3
Fear of Unsatisfactory Ratings	53	38	9
Emphasis on High-Quality Applicants	46	44	10
Unrealistic Recruiting Goals	38	51	11
Unrealistic Moral Standards for Applicants	33	42	25
Self-Imposed Pressures	30	58	12
Inappropriate People Recruiting	27	44	29
No Teamwork with Supervisors	24	52	24
Too Little Time for Paperwork	18	50	32

Table VI-4
Army Recruiters' Perceptions of How Much Pressure by
Superiors Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	65	86	79
Some	29	12	18
Not at All	6	2	3

Table VI-5
Army Recruiters' Perceptions of How Much Emphasis On
High Quality Applicants Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	35	55	46
Some	50	38	44
Not at All	15	7	10

Table VI-6
Army Recruiters' Perceptions of How Much Unrealistic
Recruiting Goals Contribute to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	29	48	38
Some	57	44	51
Not at All	14	8	11

The most frequently mentioned reasons for occurrence of improprieties in the Navy were recruiters being pressured by superiors to achieve their goals, and recruiters fearing unsatisfactory ratings if they failed to meet their goals (Table VI-7).

In regard to the types of incidence which contribute to recruiter improprieties, satisfied Navy recruiters differed significantly from dissatisfied Navy recruiters in their perceptions of pressure by superiors (Table VI-8), unsatisfactory performance ratings (Table VI-9), and having unrealistic goals to achieve (Table VI-10).

Table VI-7
Navy Recruiters' Perceptions of Factors
That Contribute to Recruiter Improprieties
(Percent)

	Greatly	Some	Not at All
Pressure by Superiors	72	25	3
Fear of Unsatisfactory Ratings	43	44	13
Emphasis on High Quality Applicants	24	59	17
Unrealistic Recruiting Goals	29	55	16
Unrealistic Moral Standards for Applicants	32	40	28
Self-Imposed Pressures	25	55	20
Inappropriate People Recruiting	34	51	15
No Teamwork with Supervisors	21	52	27
Too Little Time for Paperwork	11	50	39

Table VI-8
Navy Recruiters' Perceptions of How Much Pressure
by Superiors Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	53	88	72
Some	41	11	25
Not at All	6	1	3

Table VI-9
Navy Recruiters' Perceptions of How Much Fear of Unsatisfactory
Performance Ratings Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	22	61	43
Some	55	33	44
Not at All	23	6	13

Table VI-10
Navy Recruiters' Perceptions of How Much Unrealistic Recruiting
Goals Contribute to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	17	40	29
Some	58	51	55
Not at All	25	9	16

Marine Corps Recruiters' Perceptions

How successful Marine Corps recruiters were in efforts to achieve their goals had no relationship to whether they thought improprieties occurred in their recruiting command. However, satisfaction with recruiting was found to be related to their perceptions of the incidence of improprieties in the Marine Corps. As many as 64 percent of dissatisfied recruiters compared to 43 percent of satisfied recruiters indicated that they thought improprieties occurred frequently or occasionally in their recruiting command.

The most frequently mentioned reasons for improprieties occurring were recruiters being pressured by superiors, and recruiters fearing unsatisfactory performance rating for not making goal (Table VI-11).

Marine Corps recruiters who were dissatisfied with their recruiting job differed significantly from those who were satisfied with their job in their perception of how three of the above-mentioned reasons contributed to recruiter improprieties.

Table VI-11
Marine Corps Recruiters' Perceptions of Factors
That Contribute to Recruiter Improprieties
(Percent)

	Greatly	Some	Not at All
Pressure by Superiors	69	27	4
Fear of Unsatisfactory Ratings	58	34	8
Emphasis on High-Quality Applicants	45	46	9
Unrealistic Recruiting Goals	23	57	20
Unrealistic Moral Standards for Applicants	33	35	32
Self-Imposed Pressures	34	54	12
Inappropriate People Recruiting	31	52	17
No Teamwork with Supervisors	22	47	31
Too Little Time for Paperwork	14	47	39

improprieties. Dissatisfied recruiters were more likely to believe that being pressured by superiors (Table VI-12), fear of unsatisfactory performance ratings (Table VI-13), and unrealistic recruiting goals (Table VI-14) contribute to incidence of improprieties.

Table VI-12
Marine Corps Recruiters' Perceptions of How Much Pressure
by Superiors Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	56	87	69
Some	38	11	27
Not at All	6	2	4

Table VI-13
Marine Corps Recruiters' Perceptions of How Fear of
Unsatisfactory Performance Rating Contributes to Recruiter
Improprieties, by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	49	73	58
Some	39	23	34
Not at All	12	4	8

Table VI-14
Marine Corps Recruiters' Perceptions of How Much Unrealistic
Goals Contribute to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	15	34	23
Some	58	51	57
Not at All	27	15	20

Air Force Recruiters' Perceptions

Air Force recruiters were less likely than other Service recruiters to indicate that they believed improprieties occurred frequently or occasionally in their recruiting command. However, of those who thought any improprieties occurred, the most frequently mentioned reasons for the improprieties were recruiters being pressured by their superiors to make their goals and recruiters fearing unsatisfactory performance ratings for not making their goal (Table VI-15).

Successful Air Force recruiters did not differ significantly from unsuccessful recruiters in their perceptions of improprieties in their recruiting command. Satisfied Air Force recruiters, however, differed from dissatisfied recruiters in their perceptions of how much pressure from superiors (Table VI-16) and fear of unsatisfactory performance ratings (Table VI-17) contribute to recruiter improprieties.

Table IV-15
Air Force Recruiters' Perceptions of Factors
That Contribute to Recruiter Improprieties
(Percent)

	Greatly	Some	Not at All
Pressure by Superiors	50	42	8
Fear of Unsatisfactory Ratings	38	46	16
Emphasis on High-Quality Applicants	21	45	34
Unrealistic Recruiting Goals	13	57	30
Unrealistic Moral Standards for Applicants	36	48	16
Self-Imposed Pressures	31	55	14
Inappropriate People Recruiting	15	53	32
No Teamwork with Supervisors	13	46	41
Too Little Time for Paperwork	16	51	33

Table VI-16
Air Force Recruiters' Perceptions of How Much Pressure by
Superiors Contributes to Recruiter Improprieties,
by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	35	71	50
Some	53	25	42
Not at All	12	4	8

Table VI-17
Air Force Recruiters' Perceptions of How Much Fear of
Unsatisfactory Performance Ratings Contributes to Recruiter
Improprieties, by Satisfaction with Recruiting
(Percent)

	Satisfied	Dissatisfied	Total
Greatly	28	53	38
Some	49	40	46
Not at All	23	7	16

Chapter VII

CONCLUSIONS

Although the Services have acknowledged that recruiters represent a significant investment and a valuable resource which they can ill afford to abuse or lose, there has been increasing evidence of undue job pressures being placed on recruiters. As a result, recruiting duty has developed a reputation of being one of the most stressful noncombat jobs in the military.

To address these concerns, a representative sample of military recruiters were surveyed to determine their perceptions of recruiting policies and their quality of life. Results of the survey clearly indicate that the Services not only differ in the demographic characteristics of individuals who are assigned to recruiting duty, but also in the perceptions that recruiters have of recruiting policies and procedures.

Most recruiters are selected from the top echelon of their military specialties and are generally better educated than other enlisted personnel (68 percent have progress beyond the high school diploma). The Air Force has significantly more recruiters with higher education credentials than the other Services (90 percent with some college or college degrees). Although all Services have a large concentration of E-6 and E-7 recruiters, the Air Force has more junior personnel in recruiting than other Services.

Volunteer status also varied by Service, with the Air Force having 100 percent of its recruiters volunteering for duty compared with the Army where only 32 percent volunteered for recruiting. Furthermore, Air Force recruiters were more successful in achieving their goals and more satisfied with their recruiting jobs than were recruiters from other Services. The Army, on the other hand, had the lowest rate of success and the highest rate of dissatisfaction.

Most recruiters (55 percent) have been actively engaged in their recruiting job for less than 3 years, and another 29 percent for 3 to 6 years. The highest percentage of recruiters with the most years in recruiting (i.e., more than 6 years) was associated with the Air Force and Army (25 percent and 18 percent, respectively).

The job demands that are placed on recruiters are borne out by the large percentage of recruiters who report working more than 60 hours per week on job-related tasks. This was especially true for Marine Corps and Army recruiters (76 percent and 68 percent, respectively) who reported working in excess of 60 hours per week. Air Force and Navy recruiters were less likely to work more than 60 hours per week.

Large percentages of recruiters from all Services indicated that neither they nor their families had been adequately prepared for the demands and requirements of recruiting duty--the Army and Navy recruiters being more likely to hold this view

and the Air Force the least likely. As many as 62 percent of recruiters with families indicated that their families had not been well prepared by their Service for their recruiting assignment and over half (53 percent) thought they personally had not been given a realistic preview of recruiting duty.

As many as three-fourths of recruiters indicated that they were being pressured by their supervisors to make goal and were fearful that failure to do so would lead to an unfavorable evaluation that could have a "make or break" effect on their military careers. This was especially true for Army recruiters (84 percent), who also believed they had less freedom to plan their work and use their own judgment as to the best approach for recruiting in their designated recruiting areas.

The majority of Marine Corps and Air Force recruiters indicated that management supports them in their efforts to carry out the demands of their job, compared to 36 percent of Army and 42 percent of Navy recruiters who shared this view. Managerial support was defined as the recruiters' perceptions that supervisors understood and helped them with problems; worked in a teamwork arrangement with them; and provided overall support to them in their efforts to achieve their goals.

Recruiters from the Marine Corps and Air Force also believed there were more job benefits affiliated with their job, although only the Marine Corps had more than 50 percent of its recruiters who thought their recruiting assignment would improve their promotion opportunities. The Air Force recruiters, on the other hand, were almost unanimous in their views that promotion opportunities were less likely because of their recruiting assignment.

Over half of the recruiters believed that improprieties occurred frequently or occasionally in their recruiting command. Perceptions of improprieties were not related to success in achieving goals, but were related to recruiters' job satisfaction. Dissatisfied Navy, Marine Corps, and Air Force recruiters were more likely to indicate that improprieties occurred frequently or occasionally in their recruiting command, while both satisfied and dissatisfied Army recruiters held similar views concerning frequency of improprieties. Air Force recruiters were less likely to indicate that improprieties occurred in their recruiting command. The most frequently mentioned reasons for these perceived improprieties were recruiters being pressured by superiors to meet recruiting goals and recruiters' fears that if they failed to make their goals they would receive unsatisfactory performance ratings.

Over three-fourths of the recruiters believed they were losing qualified applicants to other Services. The reasons for these losses varied, but the most frequently mentioned were advertising, cash bonuses, and length of service offered by other Services, and image.

Although the majority of recruiters thought their jobs were important and challenging, only 31 percent indicated they would, if given a choice, prefer to remain in recruiting. Less than one-third of the Army, Navy, and Marine Corps recruiters indicated they would elect to remain in recruiting if given a choice of a new

assignment. Even in the Air Force with its record of recruiting success, only 44 percent of recruiters would choose to remain in recruiting if they had the opportunity to choose another military specialty.

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APPENDIX A

**EXCERPTS FROM THE HOUSE OF REPRESENTATIVES
COMMITTEE ON APPROPRIATIONS REPORT (101-208) AND
CONFERENCE REPORT (101-345) ON THE FY 1990 DOD APPROPRIATIONS**

101ST CONGRESS
1st Session

HOUSE OF REPRESENTATIVES

REPORT
101-345

MAKING APPROPRIATIONS FOR THE DEPARTMENT OF
DEFENSE FOR THE FISCAL YEAR ENDING SEPTEMBER
30, 1990, AND FOR OTHER PURPOSES

NOVEMBER 13, 1989.—Ordered to be printed

Mr. MURTHA, from the committee of conference,
submitted the following

CONFERENCE REPORT

[To accompany H.R. 3072]

RECRUITING IMPROPRIETIES

The conferees wish to reiterate the House concerns regarding recruiters and the Services' recruiting process. The conferees recommend that the Secretary of Defense lead the Services in making the necessary policy changes to assist recruiters in performing their vital mission. The quality of life of the recruiting force has been neglected. We must not allow this situation to continue.

101ST CONGRESS
1st Session

HOUSE OF REPRESENTATIVES

REPORT
101-208

DEPARTMENT OF DEFENSE
APPROPRIATIONS BILL, 1990

REPORT
OF THE
COMMITTEE ON APPROPRIATIONS

[To accompany H.R. 3072]

RECRUITING IMPROPRIETIES

The Committee is concerned over the instances of recruiting improprieties that have come to light in recent years. It is our considered opinion that much of the responsibility for these improprieties lies with the undue pressure placed on recruiters to meet recruiting goals.

The Committee recognizes the continuing need to recruit high quality personnel for our armed forces. However, the Committee also recognizes the need to safeguard the recruiters themselves. This concern over the quality of life for recruiters, both on and off the job dates back a number of years. During a hearing before this Committee in 1978, Congressman Burlison told of a visit by a constituent and his wife. It seems that both this recruiter and his wife were on the verge of nervous breakdowns. The constituent felt he was under extreme pressure to meet recruiting quotas, and also felt a considerable harrassment to meet his quotas. Congressman Burlison asked the then Secretary of the Army if this was an isolated case, or whether there were some pervasive internal problems with the Army's recruiting program along this line. The Secretary replied that " . . . in general the recruiting command is

doing an excellent job . . . the situation that you indicate . . . is however, an isolated one."

Subsequent reports to the Committee, as well as widespread attention in the military and civilian press, confirm that this was not an isolated instance. Likewise, conversations between Committee staff and recruiters during visits to several recruiting stations and offices reveal the same. Many of our service members, and their families, consider recruiting duty to be the most stressful and difficult job in the military. This high level of stress stems from a number of different factors: long working hours, including evenings and weekends, duty stations isolated from military communities, unrealistic recruiting quotas and undue pressure to meet those quotas, backed up by the threat of unsatisfactory performance ratings. The Committee notes that recruiters are selected from the top echelon of outstanding and successful non-commissioned officers in their respective specialty skills. These recruiters represent a significant investment and a most valuable resource, one which the Nation cannot afford to abuse, neglect, or lose.

The services place a high priority on the recruitment of quality individuals. The Committee acknowledges the benefits of having a high quality force and agrees with the priority placed on recruitment by the services. However, the recruiters themselves are the key to accomplishing this vital mission, as they identify, select and recommend the qualified candidates from our society. The military leadership has to acknowledge this fact and must adjust its focus to encompass the morale and well-being of the individual recruiters. Commanders should be evaluated on how well they take care of their people, as well as how well they accomplish their mission and meet their recruiting goals. Recruiters have stated that they need commanders and chief recruiters who lead, guide and assist, not those who threaten and punish for the sake of meeting quotas. The threats of being put on hours, canceling leaves and going before the evaluation board must certainly affect the morale and ultimately the success of a recruiter. The recruiting mission is doomed to future abuses if we do not take better care of the men and women in our recruiting force.

The Services should scrutinize the entire recruiting process, from the establishment of recruiting goals, through the management of recruiting commands to the quotas placed on individual recruiters. The Services must also tighten their screening and testing procedures for prospective recruits to ensure that the instances of fraudulent enlistments are not repeated. With all of the pressures placed on recruiters, it is a credit to the integrity and quality of our recruiters that these instances are not widespread. Nevertheless, the Services should conduct a thorough review of recruiting practices to reduce the risk of future improprieties and to reduce the pressures that led to these improprieties in the first place.

The Committee expects the Services to review their policies regarding the quality of life and the recruiting process. The Committee also expects the Services to fully discuss the results of this review and improvement made to the quality of life among recruiters during hearings for the fiscal year 1991 budget.

APPENDIX B

1989 DOD RECRUITER SURVEY

DOD RECRUITER SURVEY

The purpose of the survey is to obtain current information on management and quality of life issues that affect military recruiters on a daily basis. Your survey data will provide critical information needed to help Congress and the Department of Defense better understand military recruiting.

PRIVACY NOTICE

AUTHORITY: 10 USC 136

PRINCIPAL PURPOSE OR PURPOSES: Information collected in this survey is used to sample attitudes and/or perceptions of social problems observed by service members and to support additional manpower research activities. This information will assist in the formulation of policies which may be needed to improve the working environment.

ROUTINE USES: None.

DISCLOSURE: Voluntary. Failure to respond will not result in penalty to the respondent. However, maximum participation is encouraged so that data will be complete and representative.

**** MARKING Instructions ****

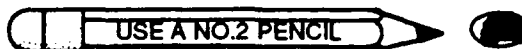


Use a No. 2 Pencil only.
Fill in the appropriate circles completely.
Please complete and return the survey within 2 weeks.

If you have any questions
about this survey CALL:

Defense Manpower Data Center
Survey Desk at: (202) 696-5856 or -5875
(Autovon 226-5856 or -5875)

**FOR THE FOLLOWING QUESTIONS, YOU SHOULD MARK
ONLY ONE CHOICE, UNLESS OTHERWISE INSTRUCTED.**



1. What is your branch of Service?

☐ Army ☐ Navy ☐ Marine Corps ☐ Air Force

2. What is your current paygrade?

☐ E-4 ☐ E-5 ☐ E-6
☐ E-7 ☐ E-8 ☐ E-9

3. What is the highest grade or degree you have completed?
Mark only one.

☐ Less than 12 years of school (no diploma)
☐ GED or High School Certificate
☐ High school diploma
☐ Some college, but did not graduate
☐ 2-Year college degree
☐ 4-Year college degree
☐ Graduate degree
☐ Other

4a. What is your racial background?

☐ American Indian or Alaskan Native
☐ Oriental/Asian/Chinese/Japanese/Korean/Filipino/
 Pacific Islander
☐ Black/Negro/Afro-American
☐ White/Caucasian

4b. Are you of Spanish/Hispanic origin or descent?

☐ Yes ☐ No

5. What is your current marital status?

☐ Never Married ☐ Divorced
☐ Married ☐ Widowed
☐ Legally Separated

6. Which of the following *best* describes your current job?

☐ Recruiter trainer ☐ Recruiter in charge
☐ Career recruiter ☐ MEPS counselor
☐ Production recruiter ☐ Other, please specify:
☐ Specialty recruiter

7. How long have you been assigned to recruiting duty?

☐ Less than 1 year ☐ 3 to 6 years
☐ 1 year but less than 2 ☐ More than 6 years
☐ 2 years but less than 3

8. Did you volunteer to be a recruiter?

☐ Yes ☐ No

9. How important do you think each of the following is to your effectiveness as a recruiter?

Options: 1-Very Important
 2-Somewhat Important
 3-Neither Important/Unimportant
 4-Somewhat Unimportant
 5-Not at all Important

1 2 3 4 5
☐ ☐ ☐ ☐ ☐

Race/ethnic/cultural make-up of duty location similar to your race/ethnic/cultural background

☐ ☐ ☐ ☐ ☐

Closeness to family and friends

☐ ☐ ☐ ☐ ☐

Duty location similar to the neighborhood(s) in which you spent your youth

☐ ☐ ☐ ☐ ☐

Familiarity with your recruiting area

10. Were you given the opportunity to state preferences for your duty location?

☐ Yes, and I received my preferred location.
☐ Yes, but my preferred location was not available.
☐ No, but I am pleased with my location.
☐ No, and I am dissatisfied with my location.

11. What is the average ONE-WAY driving time from your residence to your duty location?

☐ Less than 15 minutes ☐ 31-60 minutes
☐ 15-30 minutes ☐ More than 1 hour

12. In general, how safe are the following areas:

Options: 1-Extremely Safe
 2-Somewhat Safe
 3-Neither Safe/Unsafe
 4-Somewhat Unsafe
 5-Extremely Unsafe

1 2 3 4 5

☐ ☐ ☐ ☐ ☐
☐ ☐ ☐ ☐ ☐
☐ ☐ ☐ ☐ ☐
☐ ☐ ☐ ☐ ☐

Your residence?

Your recruiting area?

Your office location?

Your parking location?

13. On average, what is the total number of hours per week you spend performing duty-related tasks?

☐ 40 hours or less
☐ 41-50 hours
☐ 51-60 hours
☐ 61-80 hours
☐ More than 80 hours

14. During the past year, have the demands of your job prevented you from taking annual leave?

☐ Yes ☐ No

15. How many days of annual leave did you take last year?

☐ 0 to 3 days ☐ 15 to 29 days
☐ 4 to 7 days ☐ 30 or more days
☐ 8 to 14 days

16. Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost?

Quality

Cost

☐ Better ☐ More
☐ Same ☐ Same
☐ Worse ☐ Less

☐ Not applicable (i.e., never lived on base, or currently living on base)

17. How long does it take you to travel from your residence to the nearest military installation with exchange, commissary and hospital/clinic facilities?

☐ Less than 15 minutes (Go To Q 19)
☐ 15-30 minutes
☐ 31 minutes to 1 hour
☐ 61-90 minutes
☐ 91 minutes to 2 hours
☐ More than 2 hours

18. Does this travel time present a problem for you and your family?

☐ Yes, a real hardship ☐ Just an inconvenience
☐ No

19. To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

☐ I was given a realistic preview of what recruiting duty would be like.
☐ Members of my family were well prepared by my Service for the requirements and demands of my recruiting assignment.
☐ I was given good professional training for my job as a recruiter.
☐ My allocated time in training was sufficient.
☐ An experienced recruiter helped me on the job.

20. Are active attempts made to involve your family in your recruiting job (i.e., special office social events for the entire family, bonus trips for family, etc.)?

☐ Yes, frequently ☐ No, never
☐ Sometimes ☐ Not applicable

21. With reference to your recruiting goals, to what extent do you agree or disagree with the following statements?

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5
☐ My monthly goals are achievable.
☐ My assigned market area is adequate to make goals.
☐ Delayed Entry Program (DEP) events help me to achieve my goals.
☐ Success in reaching goal has a "make or break" effect on my military career.
☐ I am pressured to continue recruiting even after reaching my monthly goal.
☐ I am punished if I fall short of goal.
☐ If I miss goal one month, I can make it up the next month.
☐ I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal.
☐ Required paperwork interferes with my efforts to make goal.
☐ My supervisor will help me if I have trouble making goal.

22. In how many of the past 12 months did you achieve your monthly goals?

☐ Does Not Apply (i.e., have no specific monthly goals or have been assigned to recruiting less than 12 months)
☐ Less than 3 months
☐ 3-5 months
☐ 6-8 months
☐ 9-11 months
☐ All 12 months

23. The degree to which Recruiting Services manage office-level recruiting activities varies. For all of the following statements, indicate whether you agree or disagree.

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

The mileage restriction placed on government vehicles interferes with my ability to do my job.

☐ ☐ ☐ ☐ ☐

I have the freedom to personally plan my work and use my judgment as to the best method for recruiting in my assigned area.

☐ ☐ ☐ ☐ ☐

I receive good support from my supervisors.

☐ ☐ ☐ ☐ ☐

My superiors and I work together as a team.

24. Below is a list of statements that relate to aspects of your life as a recruiter. For each statement indicate whether you agree or disagree.

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

Supervisors understand and help recruiters with problems.

☐ ☐ ☐ ☐ ☐

Officers evaluate recruiters' performance based on their overall record.

☐ ☐ ☐ ☐ ☐

Recruiters are recognized for doing a good job
Skills attained in recruiting are helpful in securing a good civilian job.

☐ ☐ ☐ ☐ ☐

Recruiting is important and challenging work.
Recruiter's pay is sufficient to meet expenses.

☐ ☐ ☐ ☐ ☐

Necessary study time and materials are provided for advancement exams.

☐ ☐ ☐ ☐ ☐

Promotion opportunity is better than it would have been without a recruiting assignment.

☐ ☐ ☐ ☐ ☐

Productive recruiters should be allowed to extend in a specific location.

25. Are you losing qualified applicants to other Services?

☐ Yes

☐ No (GO TO Q.27)

26. If Yes, do you think the reason may be that another Service has better: (Mark all that apply)

☐ Cash bonus incentives

☐ Advertising

☐ Quality of life

☐ Promotional items

☐ Educational benefits

☐ Skill training

☐ Image

☐ Other, please specify: _____

☐ Length of contract

27. How frequently do you think recruiter improprieties occur in your recruiting command?

☐ Frequently

☐ Seldom

☐ Occasionally

☐ Never (Go To Q.29)

28. How much do you think each of the following contributes to instances of recruiter impropriety?

Options: 1-Greatly
2-Some
3-Not at all

1 2 3

☐ ☐ ☐

Unrealistic recruiting goal

☐ ☐ ☐

Emphasis on getting high quality applicants

☐ ☐ ☐

Pressure by superiors to make goal

☐ ☐ ☐

Self-imposed pressure to excel

☐ ☐ ☐

Unrealistic moral standards for applicants
(i.e., parking tickets, one time use of marijuana)

☐ ☐ ☐

Fear of unsatisfactory performance ratings

☐ ☐ ☐

Too little time to do required paperwork

☐ ☐ ☐

(i.e., waivers, consents, police checks, etc.)

☐ ☐ ☐

Supervisors and recruiters not working as a team

☐ ☐ ☐

Inappropriate persons being selected for recruiting duty

29. How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?

☐ Frequently

☐ Seldom

☐ Occasionally

☐ Never

30. If you had the freedom to select another assignment next month, which of the following would you choose?

☐ Remain in recruiting

☐ Return to your previous military specialty/occupation

☐ Select a totally new military specialty/occupation

☐ Leave the Service

31. In general, how satisfied are you with:
Mark one in each column.

Recruiting?

Military life?

Greatly Satisfied

☐
☐

Satisfied

☐
☐

Neither Satisfied/Dissatisfied

☐
☐

Dissatisfied

☐
☐

Greatly Dissatisfied

☐
☐

COMMENTS

Service: ☐ Army ☐ Navy ☐ Air Force ☐ Marine Corps[illegible]

Please use the enclosed, postage-paid envelope to return your completed questionnaire. If preprinted envelope is lost or unavailable, please return the form to:

**Survey Office
Defense Manpower Data Center
1600 Wilson Blvd., Suite 400
Arlington, VA 22209-2593**

THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION IN THIS IMPORTANT SURVEY

APPENDIX C

1989 DOD RECRUITER SURVEY COVER LETTERS



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

23 OCT 1989

FORCE MANAGEMENT
AND PERSONNEL

Dear Service Recruiter:

You have been selected to provide important information on management and quality of life issues that affect military recruiters on a daily basis. Your responses to survey questions will be influential in shaping DoD and Congressional decisions concerning programs of vital interest to military recruiters.

Your responses will be combined with those of a selected sample of recruiters from all Services, and will not be personally identified. They are very important because they will represent the views of other recruiters such as yourself who have not been included in our small survey sample. Please complete the enclosed questionnaire and return it as soon as possible in the pre-addressed, postage-paid envelope provided.

Thank you in advance for your assistance on a subject that is of paramount importance to DoD and the Recruiting Services.

Sincerely,

Donald W. Jones
Donald W. Jones

Lieutenant General, USA
Deputy Assistant Secretary
(Military Manpower and Personnel Policy)

Enclosure:
As Stated



FORCE MANAGEMENT
AND PERSONNEL

THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

November 15, 1989

Dear Service Recruiter:

Recently a questionnaire designed to provide information on management and quality of life issues that personally affect military recruiters was mailed to a sample of recruiting personnel. Response to this questionnaire has been encouraging. But to accurately assess current recruiting policies and procedures, it is very important that your response be included in our results.

A copy of the questionnaire is enclosed for your convenience. You may be assured that your responses will be kept confidential and used only in summary form with data from other Service recruiters.

Please take a few minutes and complete the enclosed questionnaire today. Your contribution to this project will help DoD and Congress better understand issues of vital concern to military recruiters, and help shape decisions on recruiting policies and procedures for the future.

Sincerely,


Donald W. Jones

Lieutenant General, USA
Deputy Assistant Secretary
(Military Manpower and Personnel Policy)

Enclosure:
As stated

APPENDIX D

**SUMMARIES OF COMMENTS RECEIVED FROM THE
1989 DOD RECRUITER SURVEY RESPONDENTS**

RECRUITER COMMENTS

A blank sheet was attached to the 1989 DoD Recruiter Survey for use by those sample members who wanted to provide additional remarks with their survey form. Sixty percent of the 2,524 recruiters (N= 1,506) who responded to the survey provided additional comments.

Appendix D-1

PERCENTAGE OF 1989 DOD RECRUITER SURVEY RESPONDENTS WHO PROVIDED ADDITIONAL COMMENTS

	<u>Survey Respondents</u>	<u>Number Making Comments</u>	<u>Percentage Making Comments</u>
Army	621	368	59
Navy	743	497	67
Marine Corps	578	351	61
Air Force	582	279	48
Unknown	_____	11	_____
Total	2,524	1,506	60

The comments were reviewed and categorized into 36 issue categories by the Human Resources Research Organization (HumRRO) staff. The definitions for these issue categories, along with their codes, are as follows:

(01) Like recruiting duty: includes general comments expressing satisfaction with recruiting duty.

(02) Dislike recruiting duty: includes general comments expressing dissatisfaction with recruiting duty.

(03) Excessive stress/pressure: includes comments regarding the high level of job-related stress/pressure associated with reaching delineated goals and recruiting duty in general.

(04) Excessive work hours: includes comments as to the exceptionally long hours associated with and/or required by recruiting duty.

(05) Excessive cost of living: includes comments indicating that the cost of living while on recruiting duty is inordinately high, and, as a result, is often not covered by the standard income adjustments.

(06) Inappropriate/unrealistic recruiting goals: includes comments asserting that the scheduled recruiting goals, or "missions," are inappropriate and thus need to be reviewed and/or revised.

(07) Over-emphasis on production numbers; under-emphasis on recruiter welfare: includes comments maintaining an apparent tendency for supervisors to be more concerned with meeting their production goals without regard for, and perhaps at the expense of, their recruiters' welfare.

(08) Need to review/revise enlistment standards: includes comments advocating the review and/or revision of current enlistment standards in order to best accomplish the recruiting mission given the current competitive candidate market.

(09) "Make or break" effect of recruiting performance on military career: includes comments expressing frustration with the fact that an inability to "make goal" each month of recruiting duty could result in performance appraisals that jeopardize an entire military career.

(10) Excessive strain on family and/or personal life: includes comments attesting to the adverse impact of the demands of recruiting duty on a recruiter's family and/or personal life.

(11) Lack of support resources: includes comments expressing dissatisfaction with the operational support resources made available to recruiters.

(12) Need for standardized enlistment incentives/benefits: includes comments advocating the standardization of enlistment incentives offered to candidates across all branches of military Service.

(13) Need for improved screening procedures to select recruiters: includes comments recommending more extensive recruiter screening and selection procedures to better ensure that those selected for recruiting duty will successfully meet the demands of the job.

(14) Desire for shorter recruiter duty tour: includes comments proposing a reduction of the current length of tour for recruiting duty.

(15) Need for more advertising and promotional materials: includes comments suggesting that an increase in advertising and promotional material would be beneficial to recruiting efforts.

(16) Advocacy of recruiting as voluntary duty: includes comments advocating the entrance to and exit from recruiting duty as voluntary rather than mandatory once assigned.

(17) Desire for reinstitution of the draft: includes comments proposing the reinstitution of the draft as a solution to the problems associated with recruiting.

(18) Poor leadership in recruiting commands: includes comments expressing dissatisfaction with the quality and attitude of supervisors in recruiting commands.

(19) Poor promotional structure/opportunities: includes comments attesting to the lack of promotions given and/or promotional opportunities available to those fulfilling recruiter duty.

(20) Excessive paperwork: includes comments regarding the excessive amount of paperwork associated with recruiting duty.

(21) Difficulty in getting/taking leave: includes comments attesting to the problems encountered when trying to take earned leave while on recruiting duty.

(22) Poor access to health care: includes comments expressing dissatisfaction with the health care services available to recruiters and their families while on recruiting duty.

(23) Insufficient recruiter training: includes comments stating the need for more extensive training for new recruiters to better equip them for not only job-related tasks, but for job-related pressures as well.

(24) Eliminate recruiter liability: includes comments arguing that recruiters should not be held liable, i.e., their performance rating should not suffer because a candidate had the option to change his/her mind about entering the Service.

(25) Need for demographic/market considerations when assigning goals: includes comments advocating the use of market demographics when determining recruiting goals for individual geographic regions.

(26) Unprofessional practices of other Services: includes comments describing inappropriate recruiting practices of competing Services.

(27) Lack of recruiter incentives and/or rewards: includes comments expressing dissatisfaction with the current incentives and rewards provided for effective recruiter performance.

(28) Excessive waiting time for candidates to begin active duty: includes comments contesting the length of time a candidate must wait before entering active duty.

(29) Existence of "good ol'boy" network: includes comments suggesting the existence of political networks within recruiting forces that affect promotions, etc.

(30) Advocacy of centralized recruiting force for all branches: includes comments advocating the creation of a centralized organization, run by DoD or civilians, to recruit for all of the Armed Forces.

(31) Dissatisfaction with geographic location: includes comments expressing the desire to be assigned to a region of choice.

(32) Existence of recruiter impropriety within command: includes comments attesting to the improprieties committed by fellow recruiters.

(33) Need for more teamwork: includes comments recommending teamwork as a means to improve recruiting performance.

(34) Lack of educational or career development opportunities: includes comments expressing dissatisfaction with the lack of opportunity to participate in educational courses necessary for professional development while in recruiting duty.

(35) Lack of physical training opportunities: includes comments expressing dissatisfaction with the lack of opportunity to participate in physical training activities.

(36) Excessive micromanagement: includes comments asserting that recruiters' activities are monitored and managed to an excessive degree, often, thereby, impeding effective recruitment.

The issues most frequently mentioned by the commenting group were primarily negative in nature, although the majority were constructive comments. The most frequently cited issue of concern across Services was the excessive amount of job-related stress and/or pressure associated with recruiting (mentioned by 18 percent of the commenting group). Other frequently mentioned areas of concern across Services included the excessive work hours required or expected of recruiters (17 percent); the excessive strain that recruiting duty places on recruiters' family and/or personal life (16 percent); the over-emphasis placed on production numbers (15 percent); the poor leadership in recruiting commands (14 percent); the excessive cost of living associated with recruiting duty (14 percent); and the unrealistic recruiting goals that recruiters were required to achieve (14 percent). The issue categories and the percentage of the commenting group (N= 1,506) making these comments are presented in Table D-2.

In Table D-3, the total commenting group is broken down by Service to identify issues that are Service-specific. Noteworthy is the fact that issues that were most frequently mentioned by the total commenting group were also major issues of concern for each of the Services. There are, however, some issues that are of concern to members of one branch of Service that are not shared by members of the other Services. The data in Table D-3 are also graphically displayed in Figures 1 through 5.

Table D-2

CATEGORY OF COMMENTS BY PERCENTAGE OF
GROUP (N = 1,506) MAKING COMMENTS

<u>Category of Concern</u>	<u>Percentage Voicing Concern</u>
Excessive stress/pressure	17.9
Excessive work hours	17.1
Excessive strain on family/personal life	15.6
Over-emphasis on production numbers	14.9
Poor leadership in recruiting commands	13.7
Excessive cost of living	13.6
Inappropriate recruiting goals	13.5
"Make or break" effect of recruiting	10.2
Need for improved recruiter screening	8.4
Dislike recruiting duty	7.9
Need for more advertising/promotion	7.8
Need to revise enlistment standards	7.8
Demographic/market considerations	7.3
Insufficient recruiter training	7.2
Lack of recruiter incentives and/or rewards	7.1
Like recruiting duty	7.0
Poor promotional structure/opportunities	6.9
Desire for shorter recruiting duty tour	6.4
Difficulty with getting/taking leave	6.0
Advocacy of recruiting as voluntary duty	6.0
Lack of support resources	5.2
Poor access to health care	4.4
Need for standardized enlistment incentives	4.4
Excessive paperwork	4.4
Excessive micromanagement	3.9
Existence of recruiter impropriety	3.8
Desire for reinstitution of the draft	2.7
Dissatisfaction with geographic location	2.5
Eliminate recruiter liability	2.4
Unprofessional practices of other Services	2.3
Lack of education/career development opportunities	2.3
Need for more teamwork	2.0
Excessive waiting time to begin active duty	1.2
Existence of "good ol'boy" network	1.0
Lack of physical training opportunities	1.0
Advocacy of a centralized recruiting force	0.9

Table D-3

Issue Category by Percentage and Frequency
(by Branch of Service)

Issue Category (code)	% of population voicing concern				
	ARMY n=368	NAVY n=497	AIR FORCE n=279	MARINES n=351	TOTAL N=1506*
stress/pressure (03)	18.2	14.3	18.6	22.5	17.9
work hours (04)	16.0	15.3	14.0	23.6	17.1
family/personal strain (10)	17.7	12.7	10.0	22.5	15.6
reduction numbers (07)	19.6	14.9	11.1	13.3	14.9
poor leadership (18)	16.6	10.9	13.6	15.1	13.7
cost of living (05)	10.9	10.5	15.4	19.9	13.6
recruiting goals (06)	10.9	11.7	16.1	17.1	13.5
"Make or break" (09)	13.0	8.7	5.0	14.0	10.2
recruiter selection (13)	5.4	11.7	4.7	10.0	8.4
islike recruiting (02)	8.7	7.6	4.7	10.3	7.9
advertising/promotion (15)	4.3	12.3	5.8	7.1	7.8
enlistment standards (08)	5.4	8.0	8.6	9.7	7.8
demographic market (25)	8.7	6.6	8.6	6.0	7.3
recruiter training (23)	7.9	8.2	5.7	6.3	7.2
recruiter incentives (27)	4.9	7.8	10.0	6.3	7.1
like recruiting (01)	4.3	6.8	6.8	14.3	7.0
promotion opportunity (19)	6.0	5.4	12.5	5.7	6.9
shorter duty tour (14)	13.9	4.8	2.2	4.3	6.4
difficulty w/leave (21)	9.0	4.2	4.3	7.1	6.0
voluntary duty (16)	7.1	8.7	1.4	5.1	6.0
support resources (11)	1.4	7.1	5.7	6.0	5.2
health care (22)	2.2	4.4	9.3	2.8	4.4
enlistment incentives (12)	0.8	5.6	3.6	7.4	4.4
overwork (20)	7.1	2.0	6.8	3.1	4.4
micromanagement (36)	7.6	0.6	6.1	2.8	3.9
impropriety (32)	5.2	3.4	2.9	3.7	3.8
draft (17)	3.3	3.4	0.7	2.6	2.7
geographic location (31)	4.3	2.8	2.5	0.3	2.5
recruiter liability (24)	3.0	2.0	0.7	3.7	2.4
nonprofessional Services (26)	1.4	2.0	3.2	2.6	2.3
education opportunity (34)	5.2	2.6	0.3	0.6	2.3
poor teamwork (33)	3.5	2.6	0.7	0.6	2.0
waiting time (28)	0.0	1.2	4.3	0.0	1.2
"Good ol' boy" network (29)	0.8	1.0	2.2	0.0	1.0
physical training (35)	1.9	0.4	0.7	1.1	1.0
centralized recruiting (30)	1.4	1.0	1.1	0.0	0.9

This TOTAL population (N = 1506) is equal to the sum of the comment sheets from the four branches plus 11 comment sheets on which the respondents did not indicate their branch of Service.

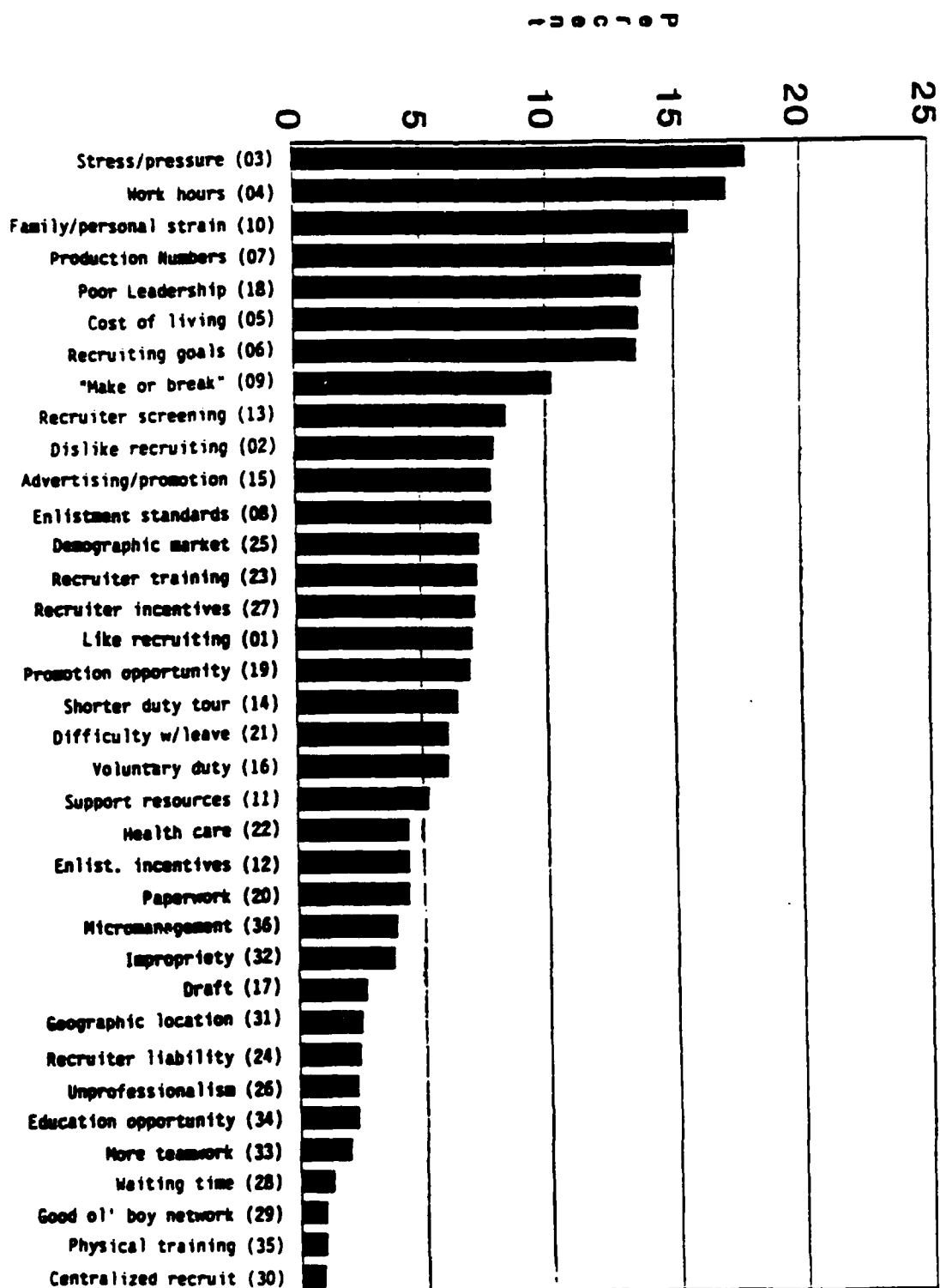


Figure 1
Issues by Percentage (Total)

Percent

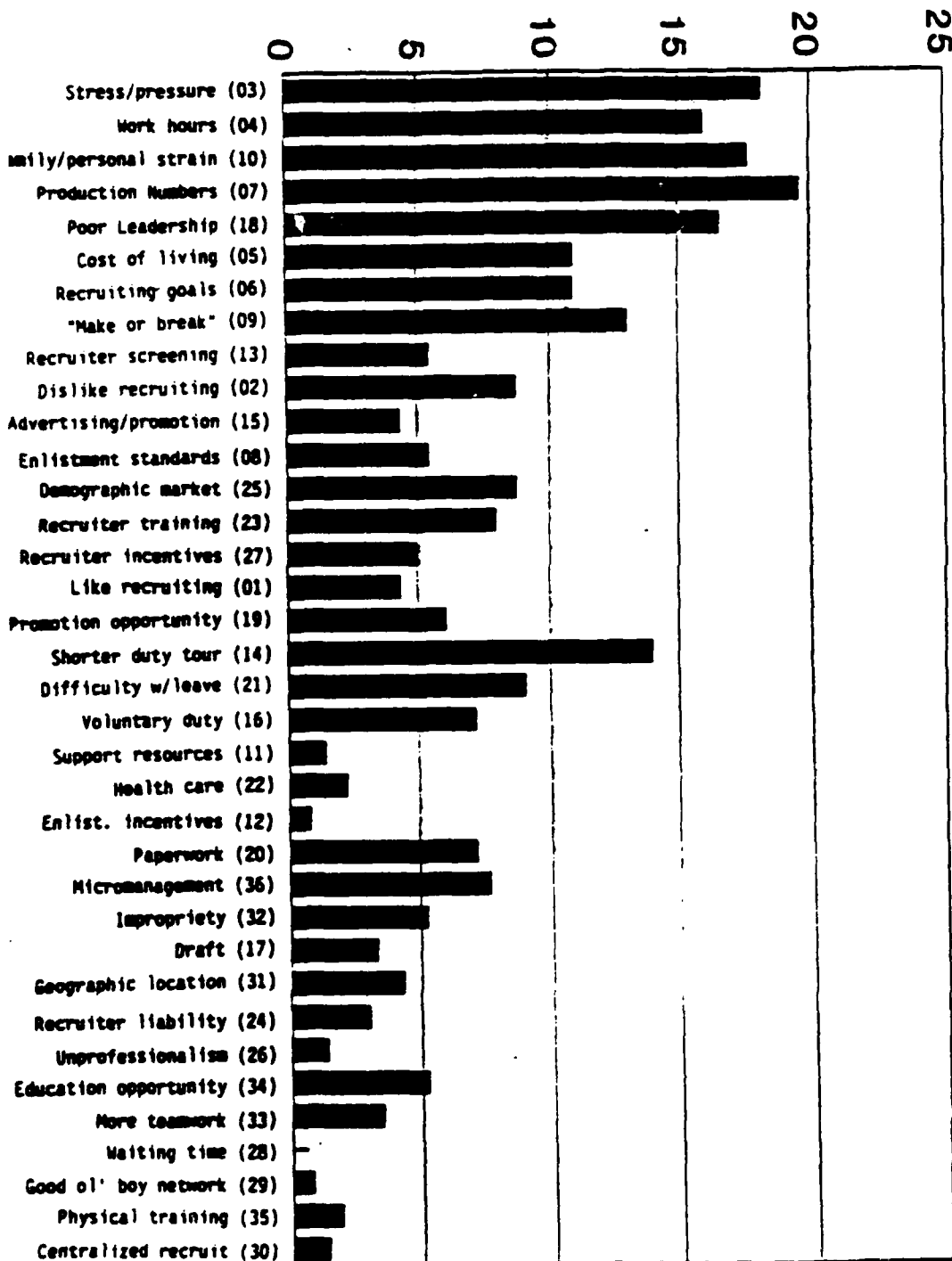


Figure 2
Issues by Percentage (Army)

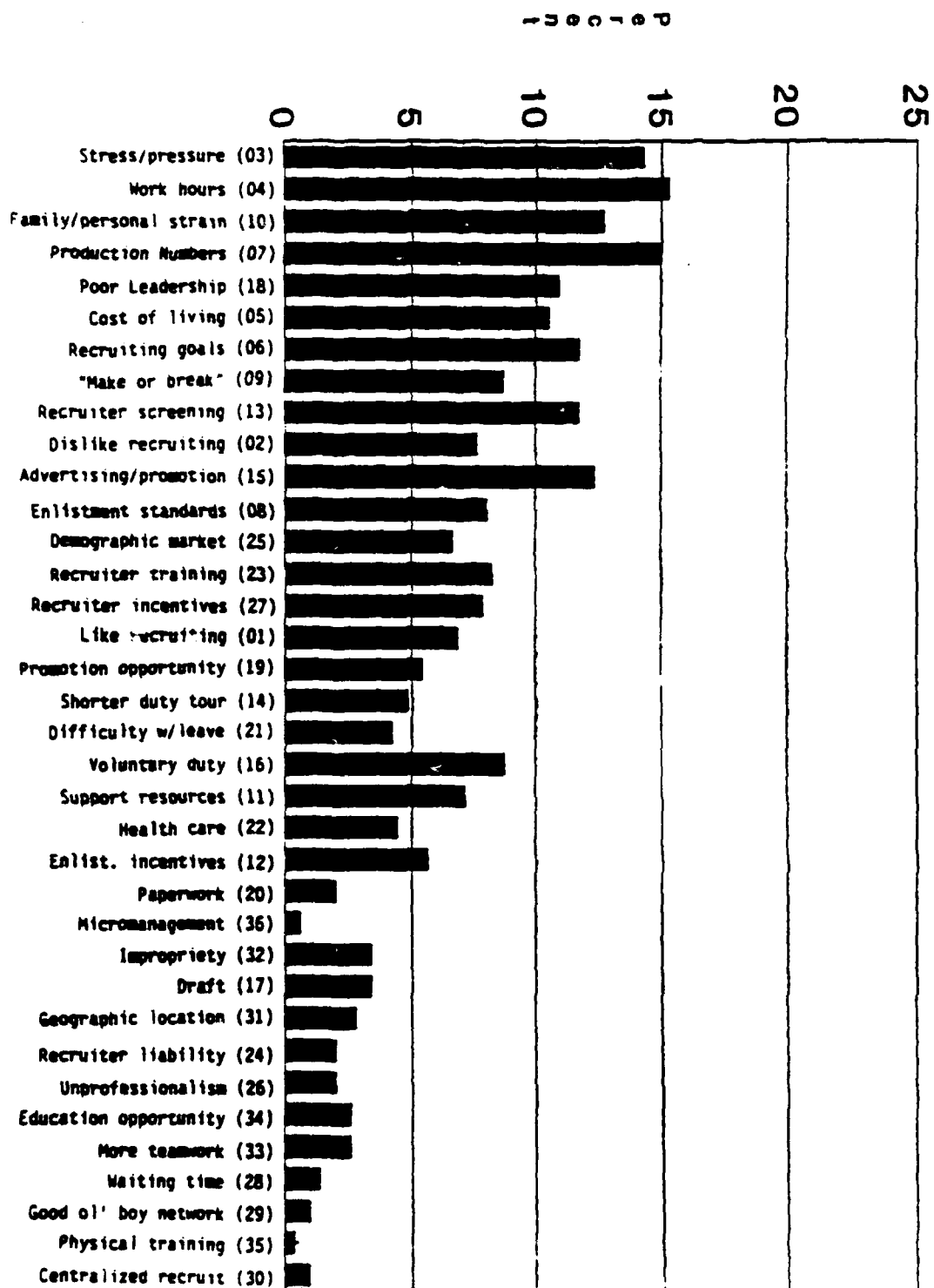
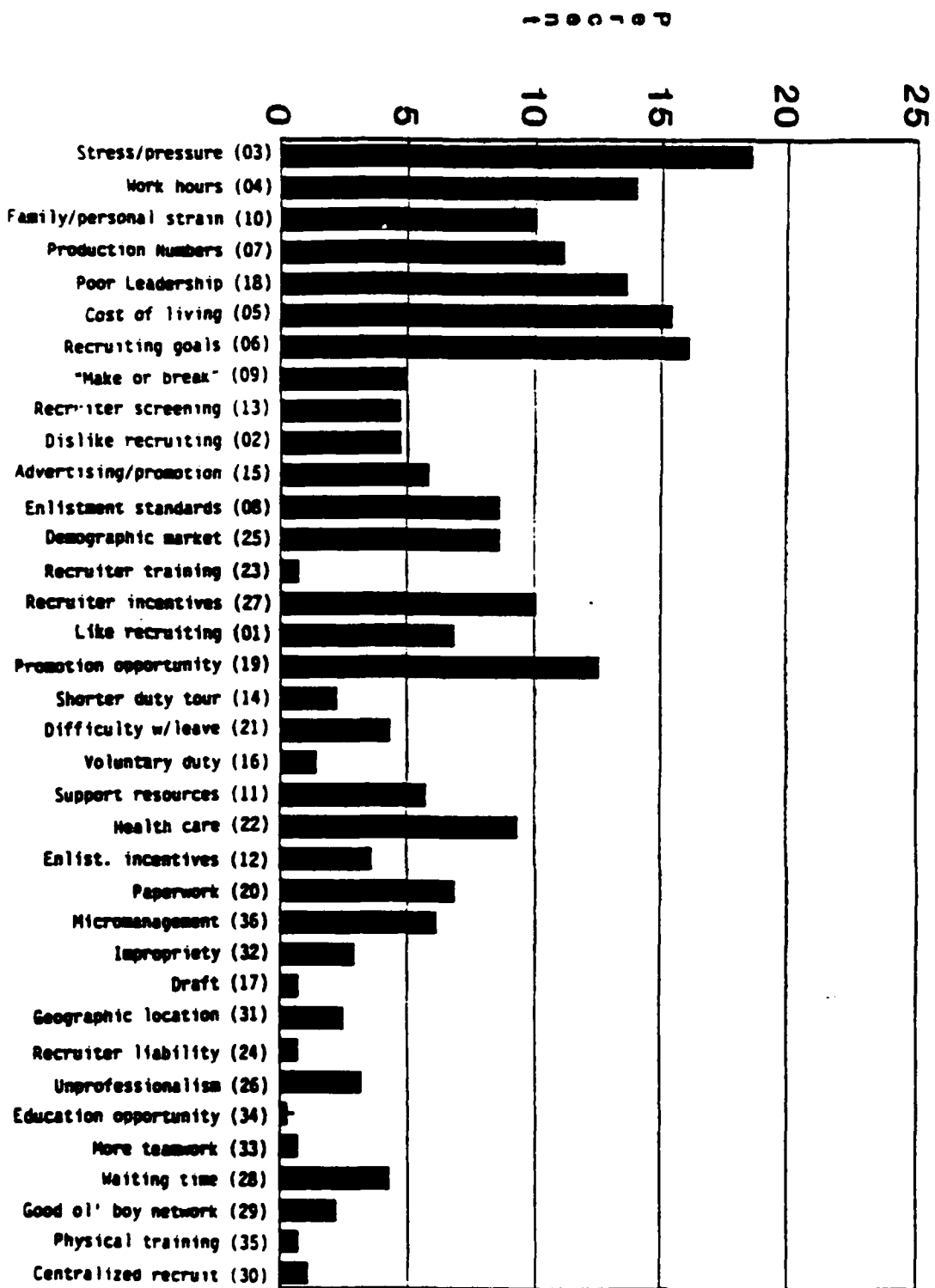


Figure 3
Issues by Percentage (Navy)

Figure 4
Issues by Percentage (Air Force)



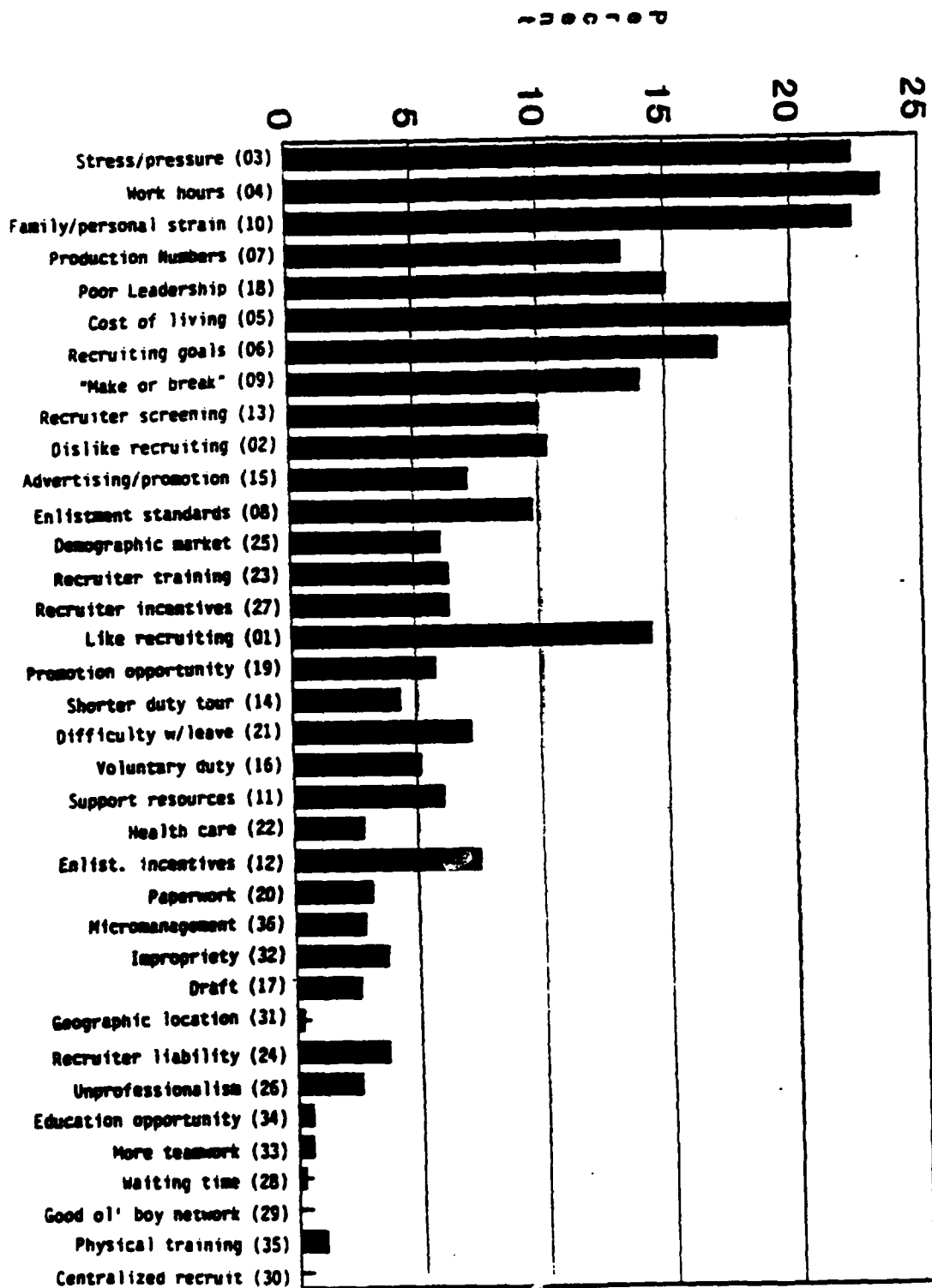


Figure 5
Issues by Percentage (Marines)